HUMAN RESOURCE DEVELOPMENT

for Small and Medium Enterprise

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FOREWORD

The English version of the HRM book provides a distinct perspective on HRM, as it encompasses both theoretical and practical viewpoints. From a theoretical standpoint, HRM involves the effective and efficient management of relationships and roles within the workforce to attain organizational objectives. On the other hand, the practical application of HRM focuses on maximizing the potential of existing human resources within an organization to accomplish shared goals. Essentially, HRM encompasses the planning, organizing, directing, and controlling of various aspects of employment, including recruitment, development, compensation, integration, and termination, all with the aim of achieving individual, organizational, and societal targets. In essence, HRM entails the strategic management of human resources with the ultimate objective of attaining desired outcomes.

The significance of human resource management cannot be overlooked in the context of organizational success. This topic has garnered considerable attention from various authors who acknowledge the pivotal role HR plays in the prosperity of both commercial and charitable ventures. With a focus on these interests, one author undertook the task of developing a comprehensive guide. This guide aims to cater to the needs of business professionals seeking to enhance their HR skills, as well as academics who wish to utilize it for research, education, and community service related to HR management.

During the writing process of this book, the researchers received a multitude of aid in both tangible and intangible forms, for which they express deep gratitude. They wholeheartedly welcome constructive criticism and recommendations for enhancing the substance of this book, as they acknowledge its existing shortcomings. By addressing and rectifying these shortcomings, they aim to create a more refined and superior work for subsequent editions. Consequently, they firmly believe that this Human Resource Management book will serve as a wellspring of inspiration for its readers.

Bandung, July 2023

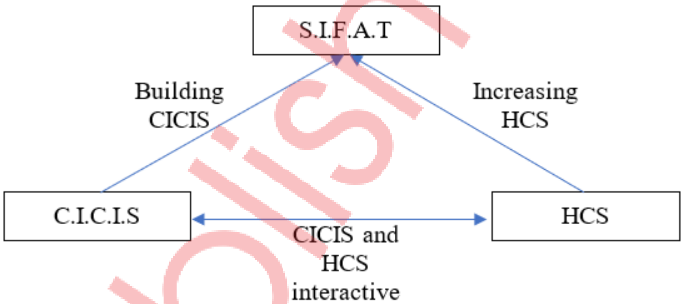
Prof. Nandan Limakrisna

DAFTAR ISI

CHAPTER I
THE NEW PARADIGM OF HUMAN RESOURCE MANAGEMENT

Human resources are something that is very important in a country/organization, and/company. Because the progress of a country or organization or company depends on the quality of its human resources. Prof. N.L. Krisna found a specific model in improving the quality of human resources, namely the *Madani* Human Resources Model (MHRM).

MHRM is a way of thinking or a basis for someone's thinking that can encourage 5 stages of problem solving, or it is called the CICIS model (Prof. Sucherly Model), whose ultimate goal is to build the character of human resources with noble character, as taught by Rasulullah saw. to his friends, and was able to build a *Madani* Society in the city of Medina, which is called S.I.F.A.T. (*Siddiq*, *Istiqamah*, *Fathonah*, *Amanah*, and *Tabligh*). MHRM can be seen in Figure 1.1 below.



Gambar 1.1. Madani Human Resources Model

As we know, the best government management from time to time, was when Rasulullah saw. built a government in the city of Medina. He succeeded in establishing *Madani* Society.

According to Anwar Ibrahim, *Madani* society is a social system that is fertile and based on moral principles that guarantee a balance between individual freedom and social stability.

Meanwhile, according to Nurcholis Madjid, the definition of *Madani* society refers to the Islamic society that was built by the Prophet Muhammad saw. in Medina. According to him, *Madani* society is a society that is civilized, upholds human values, and is advanced in mastering science and technology.

The definition of *Madani* society according to the United Nations (UN) is a society that is democratic and respects human rights and responsibilities.

One of the goals of *Madani* society is to create a society that is not based on class interactions or eliminates discrimination in social life. In addition, the aim of *Madani* society is to become a balancing force for the tendency of state domination. In this way, good, clean and responsible governance can be realized.

Madani society can be realized if it has superior human resources. Where superior human resources, as implemented by Rasulullah saw. in Medina, must have 5 characters, which I call S.I.F.A.T.

S.I.F.A.T. stands for *SIDDIQ*, *ISTIQAMAH*, *FATHONAH*, *AMANAH*, and *TABLIGH*. These characters are what Rasulullah saw. taught to his *Sahabahs* and applied in building *MADANI* society in Medina. As explained in a hadith which reads: "Indeed, already in (self) Rasulullah saw. that is a good role model for you (namely) for those who hope (grace) Allah Swt. and (the arrival of) the Day of Resurrection and those who remember Allah much."

As explained by a hadith that reads: 'Indeed, there has been in the Holy Prophet(sa) a good example for you (that is) for those who hope for (the mercy) of Allah Almighty and (the coming) of the Day of Judgment and who remember Allah a lot'.

1. ***Siddiq*.** The nature of *Siddiq* means honest or true. The nature of the prophet Muhammad, which *Siddiq* implied in his daily life as a businessman or trader in his time. So the information contained in the Qur'an, the apostle has impossible traits one of which is

impossible to lie. With this *Siddiq* trait, the Prophet Muhammad became an example for his friends and respected by his opponents.

2. ***Istiqamah***. *Istiqamah* means being firm in your convictions and consistent in your actions. In a broad sense, *istiqamah* is a firm attitude in doing good, defending and maintaining faith and Islam, despite facing various kinds of challenges and temptations.
3. ***Fathonah***. The third characteristic of the Prophet Muhammad that we should study is *Fathonah* which means intelligent. The Prophet Muhammad has the nature of *Fathonah* meaning someone who can use his intelligence. The Prophet Muhammad maximized his intellectual abilities to do da'wah and trade.
4. ***Amanah.*** The fourth trait of the prophet Muhammad that we need to emulate is trustworthiness. Trust means trustworthy. Prophet Muhammad has the nickname as Al-Amin which means trustworthy. As we also know, it is impossible for the apostles to have traitors and the Prophet Muhammad was one of the apostles, so he did not have traitors. This trait has the power of building mutual trust among human beings.
5. ***Tabligh.*** One of the further characteristics of the Prophet Muhammad is the nature of *Tabligh* which means conveying. The nature of *Tabligh* in Prophet Muhammad saw. is reflected in how Prophet Muhammad conveyed revelations from Allah Swt. to his friends and followers, which then became an important lesson for Muslims in the world until now.

Prophet Muhammad did not hide anything in connection with the instructions conveyed by Allah Swt. only for personal gain. The Prophet Muhammad saw. conveyed it in accordance with the intent and purpose of the revelation revealed by Allah to the Prophet Muhammad through the Malaikat Jibril.

Now the problem is how to build the S.I.F.A.T. character? The answer is the *Madani* Society Human Resources Model. Now, this is the *Madani* Human Resources Model, which is my idea to build a *Madani* Society. as seen in the Figure 1.1 above. In this model, there are two abilities that HR must have in order to achieve the S.I.F.A.T. character above, namely C.I.C.I.S. abilities and HCS skills. To build the S.I.F.A.T.

character above, we must increase C.I.C.I.S. abilities and HCS skills. as well as the interaction between the two abilities. as seen in the picture. What are C.I.C.I.S. abilities and what are HCS skills? Let’s discuss one by one.

C.I.C.I.S. stands for:
C = CRITICAL THINKING
I = IDEAS
C = CREATIVE
I = INNOVATIVE
S = SOLUTION

Critical thinking is a way to criticize something by asking logical questions about an idea or problem. This concept does not completely believe in untested internal or external thinking but carries out logical and methodological investigations to find answers to a problem.

The focus of this concept is highlighting the search for evidence and careful examination and reasoning and assumptions to analyze a problem and find a feasible answer. Therefore, critical thinking can be defined as a scientific way of thinking with systematic methods to find logical answers.

Ideas in philosophy usually refer to a mental representation of an object. Ideas can also be abstract concepts that do not represent mental pictures. According to the Big Indonesian Dictionary, an idea is defined as a design that is arranged in the mind; or feelings that completely envelop the mind. Ideas have the meaning of the result of thought.

In general, an idea is something that results from thoughts, proposals, wishes, and hopes which are then conveyed or heard. It can also be defined as a conception that exists in the mind as a result of mental understanding, awareness, or activity. The ideas in the study of Greek philosophy and Islamic philosophy involve a complete picture of the imagination, which immediately passes away.

Creativity is the ability to create something new, either really a new thing or a new idea that is obtained by connecting several existing things and making it something new. In addition, creativity is something that amazes us with new things, because creativity can make our bright

There are many definitions of innovation from experts, but I took the definition from Sa'ud 2014, **Innovation** is a creative choice, arrangement and set of new human and material resources or using a unique method that will result in increased achievement of the expected goals.

The definition of a **solution** according to the Big Indonesian Dictionary (KBBI) is the completion or solution of a problem so that it is expected to produce a solution late. So C.I.C.I.S. abilities are the ability of human resources to recognize problems, analyze, develop, to produce solutions to these problems.

Human capital (HC) is a capital that is useful in facing various challenges in life including achieving personnel, society, and/or organizational goals (**Davenport)**.

Human Capital Secret consists of 4 concepts, namely:

1. The Listening Concept
2. The Giving Concept
3. The Perception Concept
4. The Happiness Concept

The Listening Concept is a person's ability to always listen to what other people are saying, and not interrupt other people's words. Because by listening carefully/focusing, all messages will be received optimally, and will avoid miscommunication.

For example, in a discussion, if both parties interrupt each other's words, good discussion results will not be achieved, according to mutual expectations.

The Giving Concept is the ability of a person's way of thinking to always give, give, and give. They don't think accept, accept, and accept.
They think, what do they give to an organization or society? and do not think, what will they get from the organization. This concept can even be used for social life, family, and business, of course.

For example, we give an example used for family life, regarding the relationship between father and mother and their children, husband and wife.

A husband thinks, how can he provide for his wife, give more attention to his wife, give love to his wife, without expecting anything from his wife. all I think about is giving.

Likewise, a wife will think, how to provide the best service to her husband, give more attention, give love, without expecting anything from her husband.

If both husband and wife understand the giving concept, then that is what is called a *Sakinnah*, *Mawaddah*, *Warrahmah* family.

The third is **The Perception Concept**. The perception concept is a person's ability to always think positively and feel positive.
because if positive thinking and positive feelings unite in a person, then that is what is called an answered prayer. "You will become what you think and feel".

Fourth is **The Happiness Concept**. The happiness concept is a person's ability to always choose to be happy under any conditions or called unconditional happiness. Maybe you would like to see someone who smiles at you, rather than someone who is rude to you.
The definition of Human Resources Management:

1. ***Edwin B. Flippo:***
   Personnel Management is: planning, organizing, directing and controlling the procurement of development, compensation, integration, maintenance and termination of employees, with the aim of realizing corporate, individual, employee and community goals.
2. ***Michel J. Jucius:***
   Personnel Management is a field of management related to planning, organizing and controlling various functions of procurement, development, maintenance and utilization of workforce in such a way that:
   a. The purpose for which the association was founded and achieved efficiently and effectively.
   b. The goals of all employees are served to an optimal level.
   c. Community goals are considered and served well.

3. ***Gary Dessler:***
   Human Resource Management are the policies and practices required by an individual to carry out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.
4. ***T. Hani Handoko:***
   Human Resource Management is: the withdrawal, selection, development, maintenance and use of human resources to achieve both individual and organizational goals.

Applicative HRM:

1. The focus of the study of HRM is the problem of the human workforce which is arranged according to the order of its functions, so that it is effective and efficient in realizing the goals of the company, employees and society.
2. Employees are planners, performers and always play an active role in every activity of the company.

The HRM component is divided into

1. Businessman; as a capital investor for the company.
2. Employee; establish plans, systems, processes and objectives to be achieved.
   a. Operational employees are people who directly have to do their own work according to orders from their superiors.
   b. Managerial employee is every person who has the right to order his subordinates to do part of his work and do it according to orders. Managerial employees are distinguished by:
      - Line manager: a manager who is authorized to direct the work of subordinates and is responsible for achieving organizational goals.
      - Staff manager: a manager who assists and advises line managers.
3. A leader or manager is someone who uses his authority and leadership to direct other people and is responsible for that person's work in achieving a goal.

The similarities and differences between personnel management and HR management are:

1. ***Equality*** Personnel management and HRM are both sciences that regulate the human element in an organization, in order to support the realization of goals.
2. ***The difference:***
   a. HRM is studied on a macro basis (not only regarding a process and system, but psychologically and the behavior of its employees) and personnel management is studied on a micro basis.
   b. HRM considers that employees are the main asset (wealth) of the organization, so they must be properly cared for. Personnel management assumes that employees are a factor of production, so they must be used productively.

Various approaches in HR management

1. The HR Approach, namely the dignity and importance of human life should not be neglected so that employees' lives are decent and prosperous.
2. Managerial Approach, namely personnel management is the responsibility of every manager, so the work performance and work life of each employee depend on their immediate supervisor.
3. System Approach, which is an open system and consists of parts that are interconnected because each one influences and is influenced by the external environment.
4. Proactive Approach, namely increasing its contribution to employees, managers and organizations through anticipation of problems that will arise.

The HR manager and his department carry out 3 main functions, namely:

1. Managers exercise line authority within units and imply authority elsewhere in the organization.
2. Managers use the coordinating function to ensure that the organization's HR goals and policies are coordinated and implemented.
3. Managers provide a variety of staff services to line management.

Table 1.2. HRM functions

Edwin B. Flippo	Dale Yorder	T. Hani Handoko	Gary Dessler	Malayu SP Hasibuan
1. Planning 2. Organizing 3. directing 4. controlling 5. Procurement 6. Development 7. compensation 8. Integration 9. Maintenance 10. Separation	1. Staffing • recruitment • Selection • Promotions • Placements 2. Employee, Development & Training 3. Labor Relations 4. Wage & Salary Administration 5. Employees, Benefits & Services 6. Research including Merriment of Record	1. Withdrawal 2. Selection 3. Development 4. Maintenance 5. Use	1. recruitment 2. Selection 3. Training 4. compensation 5. Job analysis 6. Development	1. Planning 2. Organizing 3. directing 4. controlling 5. Procurement 6. Development 7. compensation 8. Integration 9. Maintenance 10. Disciplines 11. Separation

Changes in the HR environment require HR to play a more important role in the organization, which includes:

1. The diversity of the workforce continues to grow.
2. Rapid technology change.
3. Globalization.
4. Changes in the world of work, such as the shift towards a service society and the growing pressure on education and human capital.

Changes in the role of HRM in adapting to current trends, namely:

1. HR and productivity boosters, the meaning is in creating a competitive advantage and organizational efficiency and effectiveness.
2. HR and Responsiveness Organizations must be responsive to product innovation and technological change.
3. HR and Services, meaning use progressive HR practices to build employee commitment and morale.
4. Human Resources and Employee Commitment, meaning paying attention to fair treatment of complaints and disciplinary matters of employees.
5. HR and Corporate Strategy, meaning that HR is responsive to environmental changes that occur, so that it requires the formation of a loyal and skilled work team in preparing corporate strategy.

The relationship between strategy in multibusiness companies can be formulated in 3 types, namely:

1. Corporate strategy: to identify the business ingredients the company will enter.
2. Business-level competitive strategy: identifying how the company's individual businesses will compete.
3. Functional strategy: identifying how the manufacturing, sales and other functions of the unit will contribute to the business strategy.

The nature of strategic planning, namely:

1. Building competitive advantage: competitive strategy leads to a profitable and bearable position vis-a-vis the forces that determine industry competition.
   There are 3 strategies to create competitive advantage (Michael Porter):
   a) Overall cost leadership: the company tries to be a low-cost leader.
   b) Differentiation: the company strives to be unique in its industry along dimensions that are widely valued by buyers.
   c) Focus: the company seeks to find a niche market that has not been served by competitors.
2. HR as a competitive advantage: the company seeks to obtain a high-quality workforce.

Environmental factors in personnel decisions, namely:

1. **The external environment of the organization, i.e.:**
   a) Technology Challenges; impact in 2 ways: (1). Impacts that change the industry as a whole, such as advances in transportation and communication increase the mobility of the workforce. (2). Automation, for example the use of computers within the company.
   b) Economic Challenges; economic changes have an impact on: the demand for new employees, the growth and development of training programs. From these changes the impact on the company is an increase in employment, offering good benefits, and improving working conditions.

c) Political Situation and Government; for example, government policies on UMP (provincial minimum wage), decisions on layoffs, and others.
d) Demographic Challenges; for example, changes in education level, age, the percentage of the population included in the labor force.
e) Geographical Conditions; for example, a company located in a remote area, will affect the level of employee compensation.
f) Socio-Cultural Conditions; for example, the large number of female workforce participation, the large number of people easily obtain education.
g) Labor Market; there are 3 factors that affect the fulfillment of company personnel needs, namely: (1). Company reputation in the eyes of the workforce, (2). The growth rate of the labor force, (3). Availability of manpower with the required knowledge and skills.
h) Competitor Activities; for example, hijacking managers, salary increase/year in a bank will affect other banks.

2. Organizational Internal Environment, namely:

a) Organizational Character, is: the product of all organizational characteristics: people, goals, organizational structure, technology, equipment used, policies, size, age, success and failure. So, in personnel activities must be adapted to that character.
b) Employee Union; present real challenges for organizations with labor organizations, and potential challenges for those without unions. In companies that have employee unions, management and the union enter into work agreements that regulate various work conditions.
c) Information System regarding data concerning the company's employees in detail.
d) Employee Individual Differences; for example, differences in personality, physique, talent and intelligence.
e) Manager's and Employee Value System; for example, time-off, job scheduling, or job design.

In dealing with organizational environmental challenges, personnel and HR management can take the following steps:

1. Monitor the environment, to identify changes in environmental variables.
2. Evaluate the impact of environmental changes.
3. Take proactive actions from environmental changes that occur
4. Obtain and analyze feedback.

The Importance of Equal Employment Opportunity Actions	
Action	**What is being done**
Title VII of 1964 Civil Rights Act, when amended	Prohibit discrimination because of race, color, religion, gender, country of origin; at the EEOC (: Equal Employment Opportunity Commission)
Executive orders	Prohibit employment discrimination by employers with federal contracts worth more than $10,000 (and their subcontractors); set up a federal enforcement office; demand affirmative action programs
Federal Agency Guidelines	Demonstrate policies covering discrimination based on sex, country of origin and religion, as well as employee selection procedures; for example, demanding the validity of the test.
High court decision : Griggs vs. Duke power Co.	Rules regarding job requirements must be linked to job success; that discrimination need not be too clearly proven; that the submission of evidence is on the part of the employer to prove that the qualification is valid.
Equal Pay Act of 1963	Laws on equal pay for men and women doing the same work.
Age Discrimination in Employment Act of 1967	Prohibit discrimination against anyone aged 40 years or over in any field of work because of age
local & state laws	Often includes organizations too small to be covered by federal law.
Vocational Rehabilitation Act of 1973	The law requires affirmative action to employ and promote qualified persons with disabilities and prohibits discrimination against persons with disabilities.
Pregnancy Discrimination Act of 1978	The law prohibits discrimination in employment against women who are pregnant, or in a related condition.
"Vietnam Era Veterans" Readjusment Assistance Act of 1974	The law requires affirmative action in employment for Vietnam war-era veterans.
Ward Cove Vs Atonio Patterson Vs McLean Credit Union	Makes it difficult to prove a case of illegality against an employer.
Martin Vs Wilks	It allows consent levels to be attacked and can have dire effects on certain affirmative action programs
Americans With Disabilities Act of 1990	Reinforcing the need for most employers to create reasonable accommodations for employees with disabilities in the workplace; prohibit discrimination.
Civil Rights Act of 1991	Reverse Wards Cove, Patterson and Martin's decision; the filing of evidence was returned to the employer and allowed monetary damages compensation and punitive damages for discrimination.

Equal employment opportunity (EEO) Vs Affirmative action.

1. Equal employment opportunity aims to ensure that everyone, regardless of race, color, sex, religion, country of origin, or age has the same job based on their qualifications.
2. Affirmative action goes beyond 'EEO' by requiring the employer to make an additional effort to employ and promote them in a protected group, which includes hiring, hiring, promotion and compensation)

Eight steps in an affirmative action (based on the EEOC proposal), namely:

1. Issue a written equal employment opportunity policy.
2. Appoint a top official who is authorized on affirmative action.
3. Announcing policies.
4. Surveying the current employment of minorities and women.
5. Develop goals and schedules.
6. Develop and implement specific programs to achieve goals.
7. Establish an internal audit and reporting system.
8. Develop support from programs within the company and the community.

In the plan to design affirmative action there are 2 basic strategies, namely:

1. Good Faith Effort Strategy, namely: an employment strategy that strives to change practices that have contributed in the past to eliminate or exploit protected groups. For example: providing training programs for minority groups to be competitive, or providing babysitting services for women who work overtime.
2. Quota strategy, namely the employment strategy directs to condense the same results as the good faith effort strategy through certain restrictions in hiring and promoting.

CHAPTER 2
THE ANALYSIS OF JOB DESIGN

2.1. Definition of Job Design

Job design is the initial step in establishing a connection between employees and organizations. It outlines the tasks and responsibilities that each position entails. In essence, job design determines the activities that individuals or groups within the organization will undertake. The ultimate objective is to structure the jobs within the organization in a way that aligns with the company's needs, while considering the tools, social relationships, and behavior that come into play. Developing and managing employees' jobs to work more productively and satisfactorily can be a challenge for managers due to three confusing elements.

The various job design requirements often clash with the needs and wants of employees and groups of employees. Attitudes, physical activities, and productivity in carrying out work can be influenced by the distinctiveness of employees. The accuracy of the approach to developing work standards and forms of employee behavior need to be questioned due to changes in the environment, organization, and employee behavior. Job design is also affected by these factors. In designing the work, three elements can be determined based on the constraints in developing and managing these jobs.

1. Elements of an Organization

   Maximum output from employee jobs can be achieved through the close relationship between organizational elements and efficient job design. FW Taylor's scientific management approach determined that studying employee behavior in the execution of work is crucial. This particular study, known as the time and motion study, delves into the measurement of motion and time. Specialization in job design is determined by the efficiency of work implementation, resulting in higher output for employees who consistently perform their job.

The mechanical approach involves a variety of techniques and methods that can be used to solve a problem. It focuses on using machinery and tools to complete tasks more efficiently. This approach is often used in industries such as manufacturing and construction where large-scale projects require precise measurements and calculations. The mechanical approach relies on the principles of physics and engineering to design and create solutions. It is a practical and hands-on approach that aims to improve processes and increase productivity. Some examples of the mechanical approach include using power tools, robots, and automated systems to perform tasks. Additionally, this approach often involves conducting tests and experiments to gather data and make informed decisions. Overall, the mechanical approach is a valuable tool for problem-solving and plays a vital role in many industries.

To optimize efficiency in a job, it is important to first identify each task and assess the time and effort required. The results of this task identification will then dictate the necessary specialization. This approach prioritizes minimizing time, effort, cost, and training.

a) Workflow.
   The sequence and balance of work within an organization or company are determined by the nature of the commodities produced, leading to the flow of work being influenced.
b) Work Practices–Practices
   Practices. The work's execution is determined, usually influenced by company customs or agreements with employee work union boxes or collective agreements.

2. Environmental
The company's needs and social expectations are influenced by environmental factors when it comes to job design. One such factor is the availability of potential workers who possess the necessary skills and qualifications. In order to meet these expectations, the company must offer employment opportunities and provide compensation and guarantees of a decent life.

Behavioral aspects play a crucial role in shaping human interaction, adding depth and complexity to everyday encounters. These elements encompass a wide range of actions, gestures, and expressions that occur in social situations. They are influenced by cultural norms and personal experiences, making each individual's behavior unique. Furthermore, behavioral elements can reveal information about a person's emotions, intentions, and attitudes, providing valuable insights into their character. By understanding and interpreting these cues, we can better navigate social interactions and establish meaningful connections with others.

Job design encompasses several behavioral elements, which include organizing work tasks, setting specific goals and targets, assigning responsibilities and identifying strategies, providing feedback and recognition for performance, and fostering a supportive work environment. These elements are crucial in promoting employee engagement, motivation, and satisfaction. By carefully designing jobs to align with individual strengths and interests, organizations can enhance productivity, reduce turnover, and improve overall job performance. Additionally, effective job design allows for greater autonomy and decision-making authority, leading to increased job satisfaction and a sense of ownership over one's work. By regularly assessing and revising job designs, organizations can ensure that employees are equipped with the necessary skills and resources to perform their roles effectively, ultimately contributing to organizational success.

a) Autonomy. Given the authority to make decisions on the work done, subordinates here are responsible for what is done.
b) Variation. Minimized errors are the intended result of job enrichment in order to eliminate the monotony of routine work.

The concept of task identity refers to the extent to which an individual is able to see the impact and outcome of their work. It is important for employees to have a clear understanding of how their tasks contribute to the overall goals of the organization. When employees have a high level of task identity, they are more likely to feel a sense of purpose in their work and be motivated to perform at their best. On the other hand, when employees have a low level of task identity, they may feel like their work is meaningless and become less motivated. Therefore, organizations should strive to create jobs that have a high level of task identity in order to promote employee engagement and productivity. Additionally, managers can help employees develop a sense of task identity by providing feedback and recognition for their contributions.

In order to ensure accountability and satisfaction with task implementation, it is crucial to identify the work and make its contribution visible. Good work implementation can be further motivated by the feedback employees receive from their work. In job design, it is important to balance efficiency and behavior. High specialization is an element of efficiency that arises from the ratio between output and input. Minimizing autonomy and reducing variations are also key factors that contribute to efficiency. The trade offs always faced by corporate job designers are as follows: Specialization is a key factor in enhancing productivity. When individuals focus on specific tasks or areas of expertise, they become more efficient and can produce higher quality work. By honing their skills in a particular field, workers are able to become experts in their craft and can complete tasks more quickly and effectively. Additionally, specialization allows for better allocation of resources and increased collaboration. With each individual focusing on their specific role, teams can work together more seamlessly and achieve their goals more effectively. Ultimately, productivity is enhanced through specialization as it allows individuals to maximize their strengths and contribute more effectively to the overall success of a project or organization.

Increasing specialization has the potential to boost output up to a certain threshold, but surpassing that point leads to diminishing returns due to monotony in task performance. To enhance output, it is beneficial to decrease the level of specialization. Specialization in a job often leads to increased job satisfaction. This is because when people specialize, they are able to focus on tasks that they enjoy and are good at, which in turn leads to a sense of accomplishment and fulfillment. Furthermore, specialization allows individuals to develop expertise in their specific area, which can lead to opportunities for advancement and personal growth. In addition, specialization can also lead to an increased sense of job security, as individuals with specialized skills are often in high demand. Overall, specialization in a job can greatly enhance job satisfaction and contribute to a fulfilling and rewarding career.

Job satisfaction can see an increase as job specialization increases, but too much specialization can lead to decreased satisfaction. If jobs don't have specialization, employees will have to spend a while learning how to do the job. Lack of autonomy, variety, and task identity will lead to decreased job satisfaction. However, the benefits of specialization can outweigh the disadvantages and lead to increased productivity. Specialization is a key aspect of the learning process. By focusing on a particular area of study, individuals can develop a deeper understanding and expertise in that field. This specialization allows for a more unique and personalized approach to learning, as individuals can explore their interests and passions in greater depth. As a result, the learning process becomes more engaging and meaningful, as individuals can apply their knowledge and skills to real-world scenarios. Additionally, specialization can lead to greater career opportunities and success, as individuals are able to position themselves as experts in their chosen field. Overall, the learning process with specialization is a dynamic and rewarding journey, as individuals pursue their passions and develop a strong foundation of knowledge in their chosen area of expertise. Learning specialized jobs is a breeze compared to unspecialized ones. The learning curve for specialized jobs is super quick to meet standards, while unspecialized jobs are a bit of a longer haul to grasp.

Specialization has a significant impact on employee turnover rates. Employees who have specialized skills or knowledge in a specific area are more likely to stay with a company for a longer period of time. This is because their unique expertise makes them valuable assets to the organization, and they may be less likely to leave for a better opportunity elsewhere. Additionally, employees with specialized skills often have more job security, as their skills are in high demand and may be harder to replace. Overall, companies that invest in developing and retaining employees with specialized skills are likely to have lower employee turnover rates. Normally, job satisfaction is diminished with rapid mastery of job specialization, which can result in high labor turnover.

Techniques for redesigning a job are an important aspect of improving employee satisfaction and productivity. There are several different strategies that can be used, including job rotation, job enrichment, and job enlargement. The level of specialization can be determined by the job position. Jobs near position a typically involve high specialization, while jobs near position c generally require less specialization. Due to boredom caused by low job specialization, companies can opt for job simplification in order to minimize mistakes. Sometimes work can be made more interesting by expanding it. Three methods to improve the conditions of specialized work are job enlargement, job rotation, and vertical job enrichment.

Job Analysis is the process of identifying and determining the requirements and responsibilities of a specific job. It involves gathering information about tasks, duties, and skills required to perform the job successfully. Job Analysis also includes understanding the qualifications, knowledge, and abilities needed for the job and evaluating the job environment and working conditions. This information is then used to create job descriptions and job specifications. Job Analysis is a crucial step in recruitment and selection processes as it helps organizations find the right candidate for a job by ensuring a match between the requirements of the job and the skills and qualifications of the candidates. It also helps in designing training programs and performance evaluation criteria. Overall, Job Analysis provides a thorough understanding of a job and its requirements, which is essential for effective human resource management. Starting with almost all personnel functions, job analysis is a necessary systematic study of the required skills and abilities for a job, as well as the obligations and duties involved. It is crucial for developing methods to assess personnel (Wheaton & Whetzel, 1997).

The entire organizational system is understood by job analysis experts, individuals who truly understand people and jobs. Producing an accurate analysis requires the person analyzing the work to be proficient in objective measurement techniques as well as trained in basic research methods. Job analysis is carried out by supervisors, managers, and outside Job Analysers. The job analysis process consists of three crucial stages: collecting information, analyzing and managing job information, and compiling job information in a standardized format. By performing a thorough job analysis, one can create accurate job descriptions that serve as valuable resources for other HR management processes such as recruitment, position evaluation, performance management, competency development, and training. Through a series of questions, job analysis explores various information to produce job descriptions, job specifications, and job evaluation. The process involves formulating the following questions:

What is done in the position or what tasks are contained in the position is being asked. Related to the work itself, there is information available on how to perform the tasks required for the position. This involves knowing the proper methods and procedures for carrying out the work. For what purpose these tasks are carried out and why involves extracting information about the tasks in the position. The work/tasks require a specific set of skills. What types of skills are needed for the job?

Purpose and Benefits of Job Analysis

The purpose and benefits of job analysis (job analysis) can be described as below.

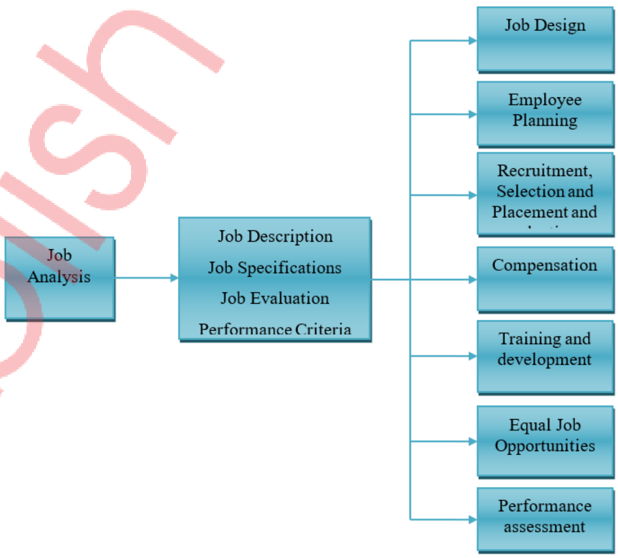


Figure 2.1. Job Analysis

Job analysis leads directly to the development of several personnel products which include: job descriptions, job specifications, job evaluations and job performance criteria.

Job description (Job Description) is a factual and organized statement regarding the obligations and responsibilities of a particular job. Most employees know their job descriptions because new employees are often provided with descriptions of their jobs during the orientation and training period.

Job specifications provide information about the characteristics of people needed to carry out a job, such as a person's physical and personal condition. Job specifications are expected to be able to show the quality required for acceptable implementation.

Job evaluation is the determination of the value of a job to an organization to determine compensation or estimated wages. Job analysis helps define job criteria which aim to reward workers for their success in carrying out their duties. Results Job analyzes are important because they provide detailed information needed for other personnel activities such as planning, selection programs, hiring, and performance reward systems. Employers are now no longer able to make hasty decisions to hire, fire or promote workers but must be based on job analysis

Performance Criteria is an explanation of the work performance of a person to achieve a criterion desired by the company.

Job Design is a plan that must be started from the start of starting a job where each position has a clear definition of the duties, obligations and responsibilities it receives.

Personal Planning is a plan within a person who has the same goals as the goals of the organization (company) and is carried out in collaboration.

Recruitment, Selection and Placement is an activity to recruit and select prospective workers/employees to be employed in the organization/company, for example, personnel manager/HRD.

Compensation referred to as compensation/salary where this is an important thing in the company. Several reasons underlie this opinion include:

a) Often rewards are the largest proportion of costs that must be incurred by the company. Can be an attraction to get good (quality) employees
b) Can be a stimulus for employees to improve their work performance
c) Can avoid the emergence of job dissatisfaction, or in other words can increase work motivation and employee loyalty to the company.

Training and Development is a training and development of employees to improve the ability of employees so that they can achieve the goals of the company optimally.

Equal Employment Opportunity is equal opportunity for employees in a career, can be abbreviated as the absence of discrimination that occurs in work.

Performance Appraisal is an assessment carried out by the management/directors of their subordinate employees according to the criteria for the position.

This analysis process is carried out to understand what the responsibilities of each position are and the contribution of the results of the position to the achievement of organizational results or goals. With this analysis, the job description will later become a list of responsibilities, not a list of tasks or activities.

The results of this job analysis will provide an overview of the duties and responsibilities of each worker. Use or use Job analysis is generally used to:

1) Institutional (Organization and Job Design)
   a. Formation of a new organization
   b. Improvements to the current organization
   c. Reviewing the allocation of tasks, authorities and responsibilities for each position
2) Staffing
   a. Recruitment selection/placement
   b. Job Evaluation
   c. Preparation of career paths (Career Planning)
   d. Mutation/promotion/rotation (closely related to c)
   e. Training programs

3) Management
   a. Governance
   b. Work procedures/procedures

2.2. Job Analysis Methods

In Job Analysis, several methods are used to optimize worker performance. The methods used include: Observation, Participation, Available data, Interviews, Surveys, and Work Diaries.

1) Observation

   Observation is a Job Analysis method that is carried out by gathering information about a particular job. Job Analysts observe workers for some time, with video recordings, to record how workers work, then make notes as a report.

   This method is usually used to pay attention to how the influence of the presence of an observer (Job Analyst) has on worker performance. Do they intentionally work better when observed or the quality of their work is the same when observed or not observed?

2) Participation

   In this method, workers are directed to immediately plunge into the work that has been determined. Sometimes job analysts want to carry out operations in a job themselves with the aim that they can directly understand how the work is carried out.

3) Data Availability

   The data available at the company can be used by Job Analysts to exchange ideas and add information with Job Analysts from other companies.

   The data must be kept accurate. These data must be checked regularly so that the data is proven to be accurate or not. Can it still be a benchmark or not?

4) Interview

   Questions in an interview are usually 'open-ended' questions or also called open interviews. Or it can also be a structured and standardized question.

Interviews are not conducted on one person/party only. This is intended to avoid information bias. In addition, this method is used to obtain an accurate job description and to see how several people performing similar jobs usually accomplish the same tasks.

5) Surveys

The survey carried out included an administrative activity using a paper-pencil questionnaire. Where the respondents filled out the paper questionnaire, then returned it to the job analyst. The questions in the survey can be either open or closed questions.

Surveys have two advantages. First, surveys collect a lot of information from various sources at one time. Second, this method allows for anonymity, so that respondents can more freely fill in without worrying whether their identity will be known to many people or not.

6) Work Diary

The advantage of this method is that it provides detailed information about one's work. Because this method is done routinely every day.

Apart from that, there are some drawbacks. Among other things, it takes quite a lot of time for both workers and those who write these diaries. Apart from that, for Job Analysts, it is also more difficult because they have to process quite a lot of data.

2.3. Job Analysis Techniques

In conducting job analysis there are several techniques that can be done, such as:

1) Job Element Method

The element method technique consists of:

a) Job analysis techniques based on the knowledge, skills, abilities, and other characteristics required for a job. (KSAOs)
b) The focus is on individual characteristics that carry out work, "person oriented"
c) Due to its limited scope, this technique is often combined with other analytical techniques.
d) Most often used in the federal government

2) Functional Job Analysis (FJA)

Job analysis techniques functional job analysis (FJA) include:

a) A structured analysis technique that examines the sequence of tasks in a job and the process of fulfilling them.
b) Helped create the Dictionary Occupational Titles (DOT), a guiding reference for classifying and describing more than 40,000 types of occupations.
c) DOT uses the Standard Occupational Classification (SOC), a nine-digit code that indicates the job category and level of job type required for a particular job.
d) The Occupational Information Network (O*NET) is a replacement for the DOT used in recent years, providing information on job categories, salaries, training, and job requirements.
e) This technique is popular because it is cost effective and uses job descriptions based on national standards.
f) Very helpful in analyzing job descriptions for many positions at once.
g) Useful in providing enlightenment to workers how to be successful in their work.

3) Position Analysis Questionnaire (PAQ)

Job analysis techniques using the position analysis questionnaire (PAQ) include:

- Job analysis techniques that use closed questionnaires in analyzing jobs are based on 187 job provisions and are divided into 6 categories, namely:

a) Information input. How workers obtain the information needed to carry out their work.
b) mental processes. Thinking, reasoning, and decision-making needed in carrying out work.
c) work outputs. The tasks that must be done by workers and the tools or machines needed to carry them out.
d) Interpersonal relationships. The type of relationship or contact with colleagues required in carrying out the job.

e) work context. The physical or social context in which the work is carried out.

f) Characteristics. Activities, conditions, and other characteristics relevant to the job.

- Each of these six categories of work tools is measured by 6 categories, namely: Usability, importance, time, application, probability of occurrence, and special code.
- This technique produces detailed job profiles which can later be used to compare jobs with the same or similar positions in different organizations.
- It is a job analysis research technique with the most in-depth study
- In research, this technique has been used to identify similarities between different classes of jobs and similar classes of jobs in different organizations.
- This technique is more accurately performed by a job analysis expert than anyone else including the job bearer himself.

4) Critical Incident Technique (CIT)

Job analysis techniques using the critical incident technique (CIT) include:

a) Job analysis technique that records the specific behavior of workers that will determine the success or failure of a job.

b) Information is obtained through interviews, observations, or questionnaires by supervisors or authorized parties.

c) Provide a clear picture of a job and how to succeed in the job.

d) Helps determine what knowledge, skills and abilities employees must have to be successful in their jobs.

e) Useful in the development of job appraisal systems by identifying the critical components for job success.

2.4. Applicative Job Analysis

Job analysis is: the procedure for determining the duties and skill requirements of a position and what kind of people will be hired for it.

Job analysis produces information about job demands, which is then used to develop:

1. Job description is: a list of duties, responsibilities, reporting relationships, working conditions, and responsibilities to the supervisor of a position.
2. Job specifications are: a list of "humane demands" of a position, namely: education, skills, personality and others that are appropriate.
3. Job design is: the function of determining the work activities of an individual or group of employees organizationally based on meeting the needs of the organization, technology and behavior.

Steps in job analysis:

1. Determine the use of job analysis information results, for example for job evaluation/recruitment.
2. Gather background information (organizational/process charts, job descriptions).
3. Selecting the *muwakal* (the person who will be entrusted with) the position to be analyzed.
4. Collect job analysis information, e.g., job activity, employee behavior, working conditions.
5. Reviewing information with interested parties, for example the nature and function of work.
6. Develop job descriptions and job specifications.
7. Forecast/take into account the development of the company, for example job expansion, or job simplification.

There are 5 techniques used for job analysis data collection:

1. Observation, namely: direct visual observation of employees while they perform their duties.
2. Direct interviews with employees.
3. Questioner, namely by providing a list of questions to employees.
4. Participants' diaries/logs, namely daily lists made by employees regarding every activity in which they are seen, complete with the time of each activity that occurred.
5. Combination, which means using more than one technique to collect data.

The job description contains:

1. Identity of the position, for example the name of the position in specifications.
2. Job summary, contains the main functions and activities.
3. Relationships, responsibilities, and obligations
4. Authority of the incumbent.
5. Performance standards.
6. Working conditions and physical environment.
7. Job specifications.

The elements of job design, namely:

1. Organizational elements (concerning about efficiency), namely:
   a) The mechanistic approach seeks to identify each task so that it can be managed to minimize the time and effort of employees.
   b) work flow; depending on the product/service, it usually determines the sequencing and balance of jobs.
   c) Work practices, namely: ways of implementing work that are determined.
2. Environmental elements, namely:
   a) The ability and availability of employees, for example, even though unemployment is high, many are not filled, because there are no employees with these abilities.
   b) Various expectations, for example highly educated employees have higher expectations.
3. Behavioral elements, namely:
   a) Autonomy, which means having responsibility for what is done.
   b) Job variations.
   c) Task identity.
   d) Feedback.

CHAPTER 3
THE PLANNING OF HUMAN RESOURCE MANAGEMENT

3.1. Definition of HR Planning

Human resources are the integrated abilities of the intellect and physical abilities possessed by individuals, their behavior and characteristics are determined by their heredity and environment, while their work performance is motivated by the desire to fulfill their satisfaction.

Andrew E. Sikula (1981; 145) argues that: "Human resource planning or manpower planning is defined as the process of determining manpower requirements and means meeting these needs so that their implementation interacts with organizational plans".

George Milkovich and Paul C. Nystrom (Dale Yoder, 1981:173) define that: "Manpower planning is the process of forecasting, developing, implementing and controlling which ensures the company has the appropriate number of employees, the correct placement of employees, the right time, which is automatically more useful".

Human Resource Planning as stated by Handoko (1997; 53) Human resource planning or workforce planning is a series of activities carried out to anticipate business and environmental demands on the organization in the future and to meet workforce needs. caused by these conditions. Where more narrowly human resource planning means systematically estimating the demand (needs) and supply of the organization's workforce in the future.

Another view regarding the definition of human resource planning is put forward by Mangkunegara (2003; 6) Manpower planning can be interpreted as a process of determining the need for labor based on forecasting the development, implementation, and control of these needs which integrates with organizational planning in order to create the number of employees, placement appropriate employees and economically useful.

3.2. Factors Influencing HR Planning

The human resource planning process can be influenced by several factors, including:

1) External Environment
    a. Environmental changes are difficult to predict in the short term and sometimes impossible to predict in the long term. Economic development has a large influence but difficult to estimate. For example, inflation, unemployment and interest rates are often the determining factors in the business conditions faced by companies.
    b. Socio-political-legal conditions have implications for human resource planning through various regulations in the field of personnel, changes in attitudes and behavior, and so on.
    c. Meanwhile, current technological changes are not only difficult to predict but also difficult to assess. The tremendous development of computers is a clear example of how technological changes have caused human resource turmoil.
    d. Competitors are another external challenge that will affect the demand for organizational human resources. For example, "hijacking" managers will force companies to always prepare replacements through anticipation in human resource planning.
2) Internal Environment (Decisions–Organizational Decisions)
    a. Various key organizational decisions affect the demand for human resources.
       The company's strategic plan is the most influential decision. It binds the company in the long run to achieve goals such as growth rates, new products, or new market segments. These goals determine the number and quality of employees needed in the future.
    b. In the short term, planners translate strategic plans into operations in the form of budgets. Budget size is the most significant short-term effect on human resource requirements.
    c. Sales and production forecasts, although not as precise as budgets, also cause changes in short-term personnel needs.
    d. Business expansion means the need for new human resources.

e. Likewise, reorganizing or redesigning jobs can radically change needs and require different skill levels from future employees.

3) Employee Inventory Factor
Demand for human resources is modified by employee activities. Retirement, resignation, termination, and death all increase personnel requirements. Past data on these factors and their development trends can serve as an accurate planning guide.

3.3. Benefits of Human Resource Planning

1) With workforce planning is expected to provide several benefits both for the company and for employees. These benefits include: (Rivai, 2004; 48) Companies can make better use of existing human resources within the company. Human resource planning also needs to begin with an inventory of existing human resources within the company. The inventory includes, among others:
   a. Number of existing employees
   b. Various qualifications
   c. Working period of each employee
   d. Knowledge and skills possessed, both formal education and job training programs that have been attended
   e. A talent that still needs to be developed
   f. Employee interest, especially those related to activities outside of work assignments

   The results of the inventory are very important, not only in the context of utilizing human resources in carrying out current tasks, but at least relate to four interests in the future, namely:
   a. Promotion of certain employees to fill vacancies for higher positions if for various reasons a vacancy occurs.
   b. Increased ability to carry out the same task.
   c. In the case of a transfer of work area, which means that a person is assigned to a new location but the nature of the position does not change.

2) Through careful human resource planning, work effectiveness can also be further enhanced if the existing human resources are in

accordance with the company's needs. Standard Operating Procedures (SOP) as work guidelines that have been owned which include: a conducive working atmosphere, work tools in accordance with the duties of each human resource are available, there is guarantee of work safety, all systems have been running well, functions can be implemented properly the organization and placement of human resources has been calculated based on needs and workload.

3) Productivity can be further increased if you have data about knowledge, work, training that has been attended by human resources. By involving employees in various education and training, it will encourage employees to increase their work productivity. Through education and training you can improve the capabilities and skills of human resources followed by an increase in work discipline which will result in something more professional in handling work that is directly related to the interests of the company.
4) Human resource planning is related to determining future workforce needs, both in terms of numbers and qualifications to fill various positions and carry out various new activities in the future.
5) One aspect of human resource management that is considered increasingly important today is the handling of employment information. The availability of fast and accurate information is increasingly important for companies, especially companies that have a large number of human resources with branches spread across various places (both domestically and abroad). With this information, it will make it easier for management to carry out human resource planning (Human Resources Information) based on advanced technology, which is an unavoidable necessity in an era of fast-paced change.
6) As has been understood, one of the preliminary activities in planning, including human resource planning, is research. Based on the materials obtained and the research conducted for the

benefit of human resource planning, a correct understanding of the labor market situation will emerge in the sense of:

a. The demand for labor users for labor is seen in terms of quantity, type, qualification and location.
b. Number of job seekers along with areas of expertise, skills, professional background, level of wages or salaries and so on. Such understanding is important because the form of the plan drawn up can be adapted to the situation of the labor market.

7) The human resource plan is the basis for compiling a work program for work units that handle human resources within the company. One aspect of the work program is the procurement of new employees to strengthen the existing workforce in order to increase the company's ability to achieve its goals and objectives. Without human resource planning, it is difficult to develop realistic work programs.
8) Know the labor market. The job market is a source for finding potential human resource candidates to be accepted (recruiting) within the company. With the existence of human resource planning data in addition to making it easier to find candidates that fit the needs, it can also be used to help other companies that need human resources.
9) Reference in compiling human resource development programs. Human resource planning can be used as a reference contribution, but can also come from other sources. Having complete data on the potential of human resources will make it easier to develop programs that are more mature and more accountable. Based on these things, it can be seen that the benefits of human resource planning in a company are very important, for the smooth running and achievement of company goals.

3.4. Principles of Human Resource Planning

As stated by Agus Sunyoto (2008, p. 22). Humans have enormous potential, which is not easy to measure, and is unlimited. Planning for one human resource strength in the organization must not only be seen from the point of view of its development. Even now, humans are considered not to have utilized all of their abilities according to their potential. If humans are able to work by fully utilizing their own potential, humans will be able to do various things that are currently impossible.

Because of that, the principle of HR planning basically must be able to reveal human potential as wide as possible, and then direct that potential to improve organizational performance for humanity. Various theories or models have been proposed by experts in their fields which are used as a reference for every plan in preparing HR planning.

There are 3 (three) theoretical approaches to HR planning principles, namely:

1. Psychoanalytic Theory: humans are driven by instincts that are always biased out. This encouragement will provide psychological energy for activities to satisfy individual needs. If what is needed exists (available), the individual will only hold a motor reaction to get it.
2. Humanistic Theory: the process of human resource development is considered to follow a pattern of dynamic development, according to Maslow's theory of needs. In the process of fulfilling human needs, various obstacles are often encountered. Barriers that encourage individuals to think of new ways to get what is needed.
3. Theory of Functionality: humans are considered as God's creatures with potential whose limits we cannot determine. It is this potential that moves people to do something, whether that is acceptable to society or unacceptable to society.

3.5. Scope of HR Planning Activities

According to MTE Hariandja (2002, p. 76), the purpose and use of HR planning is that the availability of human resources needed for the implementation of tasks in the future is very important to ensure that company activities can be carried out properly. When it is predicted that there is a shortage compared to needs, the company can carry out recruitment of new employees, promotions and transfers productively so as not to disrupt the company's activities.

The actions to be taken must be planned in advance to ensure or minimize disruption to the company's plans. If the number of employees is greater than the need, it implies that the company is not properly utilizing its human resources and vice versa. More broadly it can be said that good human resource planning will:

1. Improving the utilization of human resources.
2. Efficiently match human resource activities and future needs.
3. Increase efficiency in attracting new employees.
4. Completing human resource information that can assist the activities of human resources and other organizational units.

According to Hasibuan (2003; 250) HR planning aims to:

1. To determine the quality and quantity of employees who will fill all positions in the company.
2. To guarantee the availability of present and future workforce, so that every job is done by someone.
3. To avoid mismanagement and overlapping in the implementation of tasks.
4. To facilitate coordination, integration and synchronization (KIS) so that work productivity increases.
5. To avoid shortages and or excess employees.
6. To be a guideline in determining the program of withdrawal, selection, development, compensation, integration, maintenance, discipline, and termination of employees.
7. Become a guide in carrying out mutations (vertical or horizontal) and employee retirement.
8. Be the basis for conducting employee assessments.

According to Veithzal Rivai (2008; 56), the objectives of HR planning include:

1. To determine the quality and quantity of employees who will fill all positions in the company.
2. To guarantee the availability of present and future workforce, so that every job is done by someone.
3. To avoid mismanagement and overlapping in the implementation of tasks.
4. To facilitate coordination, integration and synchronization (KIS) so that work productivity increases.

5. To avoid shortages and or excess employees.
6. To avoid guidelines in establishing programs for the withdrawal, selection, development, compensation, integration, maintenance, discipline, and termination of employees.
7. Become a guideline in carrying out mutations (vertical and horizontal) and employee retirement.
8. Be the basis for conducting employee assessments.

3.6. HR Planning Steps

According to MTE Hariandja (2002, p. 76). HR planning steps are in accordance with their function to assist the company in achieving its goals from the aspect of human resources, as mentioned above, and the focus of attention on human resources is aimed at the process of forecasting and determining future HR needs, so the process of determining this is carried out through following steps:

1. Analysis of several factors causing changes in human resource requirements.
2. Forecasting human resource requirements.
3. Determination of human resource needs in the future.
4. Analysis of the availability (supply) of human resources and company capabilities.
5. Program determination and implementation.

According to Veithzal Rivai (2008, p. 57), there are four main steps in HR planning, namely:

1. Planning for future needs, a number of people with the capabilities the company needs to be maintained for a foreseeable period of time in the future.
2. Planning for future balance, how many existing human resources can be expected to remain in the company? The difference between this number and the number that will be needed by the company takes the next step.
3. Planning for procurement and selection or temporary dismissal, how the company can achieve the number of human resources that will be needed.

4. Planning for development, how should the training and adjustment of human resources in the company be arranged so that the company will be guaranteed in terms of continuous replenishment of experienced and qualified personnel. To complete these steps, the HR planning program manager must be able to consider a variety of things. The main factor is the organization's strategic plan.

3.7. Implementation of HR Planning

According to Veithzal Rivai (2008, p. 64), several important things that need to be considered in the implementation of HR planning are:

1. The emergence of HR planning shows the expansion of HR missions and functions.
2. The new time-honored staff roles that began to exist within the company were to provide support, guidance for managerial practice in HR planning.
3. HR management professionals fill a variety of roles depending on organizational tasks and priorities. The purpose of the basic categories of activities that represent the main role is something that can be in the assessment of HRM.
4. The activities listed in the Checklist in HR management activities indicate specific roles that must be proposed.
5. Consulting skills and roles are critical in influencing the implementation of change in HR management.

3.8. Techniques–HR Planning Techniques

According to Veithzal Rivai (2008, p76), HR planning techniques are based only on experience, imagination and planning estimates. Human resource planning of this kind carries quite a large risk, for example, the quantity and quality of human resources do not match the needs of the company. As a result, there will be mismanagement and waste which will ultimately harm the company.

While scientific techniques mean that HR planning is carried out based on the results of analysis and data, information and forecasting and good planning. This kind of human resource planning has a relatively small risk because everything has been calculated beforehand. In this technique, data and information must be accurate, as well as good and correct analysis.

3.9. HR Planning System

According to Veithzal Rivai (2008, p. 76), new planning can be carried out properly and correctly if information about job analysis, organization and human resource supply situation. The HR planning system basically includes forecasting (estimating) demand/needs and supply/supply of HR. HR demand estimation can be divided in two ways, namely:

1. Internal supply estimation
   Matter this is done to enumerate existing employees, but also to audit to evaluate their capabilities.
2. External supply estimation
   Not every vacancy that is filled has a direct supply of human resources. Human resource needs that must be met from external supply sources can be obtained by analyzing the labor market (labor market). In addition to the need to improve trends in population conditions (demography) and people's attitudes towards companies/other institutions.

3.10. HR Planning Method

According to Hasibuan (2003, p. 250) HR planning methods are known for non-scientific methods and scientific methods. The non-scientific method means that HR planning is only based on experience, imagination, and estimates from the planning. The scientific method means that HR planning is carried out based on the results of analysis of data, information, and forecasting of the plan. This kind of HR plan has relatively little risk because everything has been calculated beforehand.

According to Veithzal Rivai (2008, p. 77), issues in HR planning that need attention include:

1) What planning approaches have been used in HR planning and where have they been applied?
2) How is the technique made and carried out?

3) How are planning/forecast approaches and concession timing, enterprise size, and relationships related?
4) What is the strategy for turnover?
5) What is the hiring and promotion policy with turnover and promotions?
6) How can estimates be made easy and understandable?

3.11. Applicative HR Planning from M. Yani and Budhi, Swastioko (Singgar Mulia):

Source: (www.migas-indonesia.com/files/article/Why_ to_Move.doc)

WHY TO MOVE

Why do employees leave the company (or at least grumble about it)? The following is an excerpt from Haris Priyatna's book entitled *Azim Premji*, "*Bill Gates*" *from India* (published by Mizania 2007).

Why did employee leave the company?

Many companies are experiencing the problem of high employee turnover rates. How easy it is for people to get in and out of that company. People leave companies for bigger salaries, more promising careers, a more comfortable work environment, or simply personal reasons. This paper tries to explain this issue.

The answer lies in one of the largest studies ever conducted by the Gallup Organization. This research surveyed more than one million employees and eighty thousand managers, and was published in a book called *First Break All the Rules*.

The findings are as follows:

If good people leave the company, take a look at their immediate superior/highest level in their department. More than any reason, he is the reason people survive and thrive in the organization. And he is the reason why they quit, bringing knowledge, experience, and relationships with them. Usually directly to competitors. People leave your manager/director, not the company, write Marcus Buckingham and Curt Hoffman, authors of First Break All the Rules.

So much money has been thrown into tackling the challenge of retaining good people–in the form of higher salaries, better facilities and training. However, in the end, the reason most people left was the manager. If you have a problem with high employee turnover, take a look at your managers/directors first. Are they driving people away? In a way, an employee's primary needs are less related to money, and more to do with how he or she is treated and valued. Most of this depends directly on the manager above him. Interestingly, bad bosses always seem to be experienced by good people. A Fortune magazine survey several years ago found that nearly 75 percent of employees have suffered at the hands of difficult bosses.

Of all the stressors in the workplace, a bad boss is probably the worst. This directly impacts the emotional health and productivity of employees. HR experts state that of all forms of pressure, employees find humiliation in public the most unacceptable. On the first occasion, an employee may not leave, but the thought of doing so is ingrained. In the second moment, the thought was strengthened. The third time, he started looking for another job. When people cannot respond to anger openly, they do so with passive attacks, such as: by being stubborn and slowing things down, by doing only what they are told and not giving more, also by not passing on crucial information to the boss.

One management expert says that if you work for an unpleasant boss, you usually want to get him in trouble. You don't put your heart and soul into the job. Managers can stress employees out in different ways: by being too controlling, too suspicious, too intrusive, too knowledgeable, too critical. They forget that workers are not fixed assets, they are free agents. If this goes on too long, an employee will quit–usually for the seemingly trivial problem.

It wasn't the 100th hit that knocked out a good guy, it was the previous 99. And while it's true that people leave jobs for a variety of reasons, for better opportunities or special reasons, those who leave could actually have stayed, were it not for one person telling them, as Sanjay's boss did: You don't matter. I can find dozens of people like you.

While it may seem easy to find employees, consider for a moment the cost of losing a talented employee. There is a fee to find a replacement. The cost of training a replacement. The cost of not having someone to do the job temporarily. Loss of clients and relationships that have been built by that person. Losing the morale of colleagues. Loss of company secrets that the person may now divulge to other companies. Plus, of course, the loss of company reputation. Everyone who leaves a corporation becomes its ambassador, for better or for worse.

That was Azim Premji's message.

What do you think (as a subordinate or superior)?

Rama Royani

The book *First Break All the Rules* by Marcus Buckingham was published in 1999 where at this time the Talents Theme has not been determined even though several "productive traits" have been mentioned. The Talent theme was only formalized in 2001 in the book *Now Discover Your Strength* by Donald Cliffton and Marcus Buckingham.

One of the good ones in the first book is Q12, which is 12 questions that must be filled in by employees every six months which are a measure of the success of a direct supervisor in increasing employee engagement. This Q12 may be used by anyone, but it is not for sale because the research is long and deep and can explore the atmosphere that exists within the group concerned.

In an effort to increase Employee Engagement, of course, knowledge is needed regarding Talents [productive traits] as well as Potential Strengths [interest in certain activities] so that superiors can directly channel their strengths and work around the weaknesses of their subordinates.

If anyone is interested in Q12, I have homemade material and it's free of charge, while if you want to know Talents & Potential Strengths, please look at www.abahrama.com

send regards for success

ADE

Dear All,

In general, I agree with Premji, because I've had it before (even twice due to boss issues–you know, just be honest, sycophant and hypocrite).

But I do not agree, both as a person and as a subordinate, with the ways of passively retaliating for subordinates mentioned below (although many of them have been carried out by subordinates against their superiors).

In my opinion, superiors are protectors of subordinates, supervising the work of subordinates as well as preparing themselves to help subordinates if there are problems. As far as possible, set a good example (even though it's difficult), keep the work environment conducive and pleasant (even though the boss has a lot of problems too). So it is more "intangible" (invisible and immeasurable but can be felt by those under its influence).

Meanwhile, if you become a subordinate, communicate your intentions/opinions/objections in good ways. Do the job asked by the boss properly.

If you have done that but still encounter problems with your superiors, understand that superiors are also human beings and full of mistakes ;-)

So in conclusion, each party, superiors and subordinates, always do self-introspection. It was hoped that after doing so, the gap between superiors and subordinates would narrow.

Last but not least, said a wise man: If we give, give and forget. On the other hand, when we receive, take and remember. Because when we give, we feel we are giving too much and when we receive, we feel we are receiving too little.

Hopefully my share is useful. Sorry if there are wrong words and pretend to know.

Keep up the good work and...success. Good luck and God bless you all.......

Christian

Mailing Partners,

In Project Human Resources Management, there are several psychological theories that are used to understand what employees expect from work & what must be considered in motivating employees to work better.

These theories do not directly answer the question "why to move?", but can be seen as another side of the previous post.

HIERARCHIES OF NEEDS–MASLOW

Maslow argued that human needs increase according to personal growth. There are 5 stages of needs which are usually described in the form of a pyramid, the review below is adapted to the context of the employee:

1. Physiological. Employees work to meet the basic needs of life, such as clothing, food, housing. Maybe you can describe it as a fresh graduate who is happy to accept his first job, the important thing is to be able to work & be able to make ends meet.
2. Safety. After basic needs are met, employees need to feel safe at work. Fresh graduates who get a 1-year work contract will start thinking about finding a more permanent job. Or employees of a rising and falling company will try to move to a more established company.
3. Social. Employees are social beings; a pleasant work environment will be the next requirement.
4. Esteem. Furthermore, employees will need recognition and appreciation for their work performance.
5. Self-Actualization. Finally, at the top of the pyramid, employees (in decreasing numbers) seek personal growth, knowledge and job satisfaction.

MOTIVATION THEORY–HERZBERG

This theory is also interesting, there are 2 things that must be considered in motivating employees:

1. Hygiene agents. It is the basic thing that employees expect from a job, such as salary, job security, good work facilities, good working relations, etc.
2. Motivating agents. Is something that motivates employees to work better, such as responsibility, appreciation for achievement, education, development opportunities, and other work-related opportunities. Not just financial rewards.

This theory states:
- hygiene agents are not fulfilled ---> employee motivation is down (~let's move!)
- only hygiene agents are met ---> unmotivated employees (~just open 2 vacancies...)
- hygiene + motivating agents fulfilled ---> employees are motivated to work better (~why should I move?)

The general theory above certainly does not apply to all cases. If you meet employees of the "mercenary" type, they will say: "Which is the best offer, rush..."

Please if anyone wants to add.

Hadi Muttaqien

I think the contents of WHY TO MOVE are correct.

If as a subordinate:

The main factor that makes subordinates feel uncomfortable, among others, is the work system at the company that doesn't work, for example the scope of work that is not the responsibility of the employee/subordinate is not taken over by his superior, so there are problems that are not resolved and cannot continue to the next stage. This could be a burden on the subordinate.

If as a boss:

Maybe the boss doesn't like his subordinates anymore, maybe because of the ability or personal attitude of his subordinates, so the boss is actually trying to get rid of his subordinates subtly.

Or the boss thinks that "the boss is never wrong".

What also needs to be a concern in my opinion is that employees (regardless of their position) if they have worked in a company for more than two years, don't they feel bored? Because if you are saturated, the salary or money you get will be meaningless.

I think the psychological factors of employees and the work system in the company where employees work also have a big influence on employee turnover.

For myself, the best I think is “Self-Introspection” and make “the best decision in my opinion”.

What about your opinion**? Create a discussion group to discuss the above issues.**

CHAPTER 4
RECRUITMENT, SELECTION AND PLACEMENT

4.1. Definition of Recruitment

According to Casio (2003) and Munandar (2001) the recruitment process is a process of accepting prospective workers to meet the need for workers in a work unit within an organization or company. The process begins when the need to recruit new employees is declared until their application is received. The task of recruiting is borne by the personnel department, but in some large companies that recruit almost all the time this task is then borne by a specialist called a recruiter.

Recruitment methods vary, and there is no single best method for recruiting, but job descriptions and specifications are the most important tools. Job description and job analysis provide information needed which recruitment process should be carried out. In general, recruitment follows several stages which can be seen in the section below.

The personnel department or the recruiters identify the need for labor from HRP or based on requests from managers. With the availability of HRP, the need for labor can be estimated and known and by looking at information from job analysis, especially on job descriptions and job specifications. This information will tell the characteristics of the job and what specifications are needed.

Recruitment Obstacles

Obstacles to the recruitment process can come from the organization, recruiters and the outside environment. Although each organization has different company characteristics, the common obstacles encountered are:

a. company policy
b. Environmental conditions
c. Human resources plan (HRP)
d. Job requirement
e. Positive action plan

f. Cost
g. Recruiting habits
h. Incentive

1) Company Policy
Some policies that can influence the recruitment process are policies such as promotion from within. This policy provides an opportunity for existing employees to fill vacant job positions. These policies can increase the morale of employees in terms of careers and help retain employees. This policy can reduce the entry of new people which has implications for reducing new ideas coming in. This policy can be effective if there is an up-to-date database of employees.
2) Compensation Policy
Companies with personnel departments usually have policies on pay amounts for various job specifications. If a promising candidate/applicant is obtained, the range of payment amount then determines the applicant to become a serious applicant.
3) Employee Status Policy
Some companies have policies for using part-time and temporary employees. This policy will make it difficult to recruit because the demand is somewhat less, making it rather difficult to find potential applicants, even though the trend for companies to use contract employees is increasing nowadays.
4) Expatriate Hiring Policy
The policy requires filling positions normally filled by expatriates to be replaced by local residents, so this can lower costs
5) Human Resource Planning (HRP)
HRP is another consideration for hiring. Through an inventory of employee capabilities and an outline promotion ladder, HRP can find out which jobs must be filled from the outside and which can be filled from within.
6) Positive Action Plan
Before recruiting for various positions, what needs to be considered is avoiding discrimination in recruitment, for example gender (male/female), race or religion.

7) Recruiting Habits

Successful recruiters are usually more efficient at getting answers to the same questions. But his habits can also block or hinder the use of more effective alternatives.

8) Environmental Conditions

Environmental conditions greatly affect recruitment such as the number of unemployed, company trends, shortages of expertise, labor regulations and others.

9) Job Needs

What does the job require? From the survey results it was found that mastery of a specific job is not really needed compared to the level of education. In addition to traits such as responsibility, the ability to speak English and the ability to learn is most important. To find out the exact needs of a job, recruiters get information from job analysis information and from the results of interviews with managers who need it.

10) Cost

Recruiters must work within a predetermined budget. Careful human resource planning (HRP) can minimize costs. Evaluation of the quality, quantity and costs required to recruit an applicant can ensure efficient and effective recruitment.

11) Incentive

Incentives are what mainly attract applicants.

4.2. Recruitment Engineering

Some of the common techniques used in recruiting are:

a. Walk-ins and Write-ins

Walk-ins are job seekers who come to the personnel department in search of work. Meanwhile, write-ins are applicants who send their letters to the department. Both groups are usually required to fill out an application form (blank) to determine what is desired and what skills are possessed.

b. Employee Reference

Employees can recommend job seekers to the personnel department. This method has several advantages, such as:

1) Employees with specific skills may know people with the same skills
2) The recommended job seekers are likely to know more or less about the company from the recommendation.
3) Employees usually recommend friends who have the same abilities and the same work habits.
   The weakness with this system can lead to discrimination of religion, sex, race and so on.

c. Advertisement
   Advertising is an effective method where the reader/audience is wider than the previous system. The advertisement explains the job, the benefits, the employees needed and how to apply. Ads can be published in newspapers, journals and others.
d. Through the Ministry of Manpower and Transmigration
e. The institution that organizes the recruitment
f. Educational Institution
g. Professional Association
h. Worker Organization
i. Government Training Program
j. Temporary Agent
k. International Recruitment
l. Open House

4.3. Understanding the Selection Process

While the Selection Process is the process of choosing the most qualified candidate to fill a job vacancy. Thus, the recruitment process is the initial process carried out in the search for workers, while the selection process occurs after a number of prospective workers register or are registered through the recruitment process.

Munandar (2001) explains that the target of selection is a recommendation or a decision to accept or reject a candidate for a particular job based on certain assumptions about the possibilities of the candidate to become a successful workforce at work. The selection task is to assess as many candidates as possible to select one person or a number of people (according to a predetermined number) who best meet the predetermined job requirements. This means that in the selection process, the company or organization will choose prospective employees who are predicted or predicted to be successful in carrying out a good job. In other words, will choose the most appropriate candidate for a particular job.

4.4. Input for the Selection Process

The personnel manager uses the selection process to find new employees. In the selection process, 3 inputs are needed to assist the selection process, namely Job analysis providing information about jobs, people specifications and performance standards for each job. HRP provides data on which job managers should open vacancies so that the process will be more effective, while applicants are important so managers can select suitable people from applicants.

a. Applicant Opportunity

   It is important to have a large number of qualified applicants from which candidates will be selected. But some jobs are so understaffed that the number of applicants is small. Jobs with low pay or jobs with very high specialization are examples of positions that have a low selection ratio. The high selection ratio is 1: 25 while the low selection ratio is 1: 2. In many cases, a low selection rate means low quality applicants.

b. Ethical Opportunity

   Because personnel specialists largely determine the acceptance of new employees, decisions are determined by their work ethics. Accepting employees from neighbors or close friends, receiving gifts from someone who wants to be accepted will affect work ethics. If the ethical standards are low, it is likely that new employees will not meet expectations.

c. Belief Distortion

   The results of research in America show that 22 percent of applicants include something that is not true in the diploma or the contents of the application letter.

d. Organizational Opportunity

   Generally, organizations will limit such as budgets and policies that will determine the selection process. Without budget constraints, recruitment and selection techniques can be improved but this is likely to result in a large expenditure of manpower funds and thus not be very effective.

e. Equal Opportunity between Employees

Equal opportunity at every stage of selection for every applicant is something that must and must be maintained so that there is no discriminatory bias.

Selection Process

The selection process is a sequence of several stages that applicants must go through. This process is designed so that candidates who pass the selection are in accordance with the vacant position of a job.

To ensure the factors that need to be taken into account in the selection are taken into account, the personnel department usually uses the selection stages as shown below.

a. Acceptance of Application Letter

In the selection process is a two-way, the organization selects employees while applicants select the type of job applied for. Selection begins when a summons is sent to applicants. Here can be seen the seriousness of applicants in response to the call. If the applicant comes to the office alone, appearance, manners and other characteristics can be used as the first assessment in selection.

b. Employee Prospective Selection Test

Selection test is a tool used to obtain prospective employees according to the type of job offered.

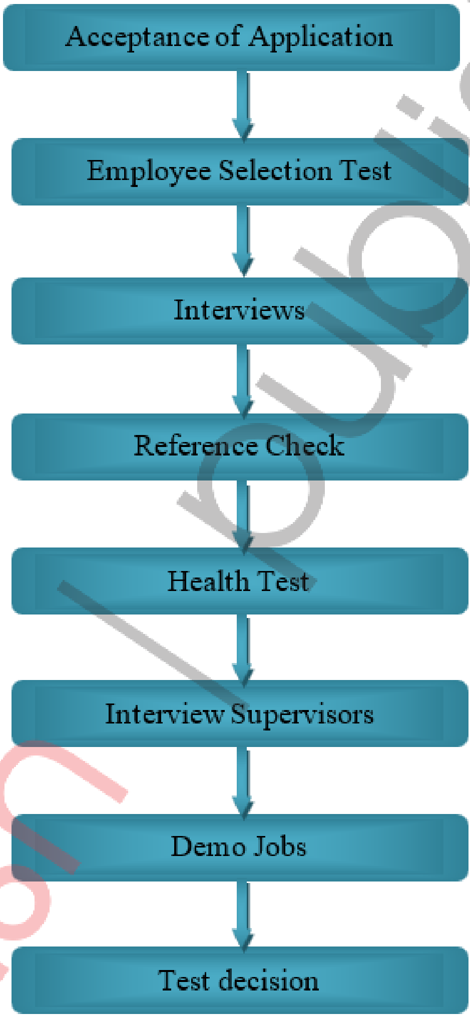


Figure 4.1. Selection Process Flow

Equipment such as question paper and pencil; the other is a simulation while working.

The test used must have accurate validity, meaning that the resulting test scores have high significance with the performance of the work offered or are relevant to other criteria. The test must also have high reliability, meaning it must have consistent consistency even though it is used by various individuals.

c. Test Kit

There are various types of employee tests, but each test has limitations in its use. Currently there are many tests that have been validated on a large number of people. But a recruiter must know exactly which type of test is appropriate to be used in the selection of a job.

Psychology test. Used to know/measure personality and temperament. This test is somewhat less reliable because the relationship between personality and performance is sometimes not apparent.

Knowledge test. Reliability is higher because it determines the ability of information and knowledge possessed, for example math tests for accountants, weather tests for pilots.

Performance test. Measuring the ability of applicants to do some of the work offered, for example typing tests to fill typists

Graphic response test. To find out the level of lying from applicants.

Attitude test. The attitude test is used for a number of conditions to determine the applicant's attitude towards the various jobs they are facing. The attitude test is used to determine honesty and predictive behavior at work

Medical checkup. At this time the test became very popular. Through urine and blood tests, it can be seen whether the applicant is using drugs.

d. Interviews

Selection interviews are formal, in-depth conversations aimed at evaluating applicants. The interviewer is basically looking for answers to 3 questions, namely: whether the applicant can do the job; whether the applicant will do the job; how to differentiate between fellow applicants.

Interviews are usually conducted one on one between the interviewer and the applicant, but can also be conducted between a group of applicants with one or two interviewers. Questions can be structured, unstructured, mixed, problem-solving, or stress-inducing.

Table 4.1. Format of Questions in Interview

Interview format	Question Type	Use
Unstructured	Questions occur during the interview	Used to help with personal problems or to explain why they were rejected
Structured	A checklist of questions is made, usually to be asked of all applicants	Useful for generating valid results, especially used for dealing with large numbers of applicants
Mixture	The combination of structured and unstructured is usually used in actual interviews	The realistic approach generates comparable questions and insights
Solution to problem	Questions are limited to certain situations. Evaluation of the solutions provided and the approach used by the applicant	Useful for understanding the applicant's rationale and analytical skills under pressure
Stress Interview	A number of pressing and continuous questions to make applicants give up	Used for stressful work, for example handling complaints

e. Interview Process

Before starting the interview, the interviewer is required to prepare such specific questions that the interviewer will use where the answers given will be able to determine the eligibility of the applicant. The level of questions that are usually asked by interviewers can be seen below:

Interview errors can occur for several reasons, namely:

1) Halo effect or personal bias
2) Incorrect question redirection
3) Interviewer domination

f. References and Background

To find out the type of applicant, whether the person is good, suitable for work, educational background and so on, it is necessary to check the background of the person through his family, or friends, or the place where he has worked. From the results of the study, it is known that background checks on applicants are aimed at finding out the person's ugliness (22%); information verification (48%) and obtaining additional data (30%).

g. Medical Evaluation

The medical evaluation is intended to find out the health and accidents that have happened to the applicant. Its relationship with the organization is in terms of:

1) Health insurance that must be paid by the company
2) Needed for the local health office especially for employees in the food industry
3) Evaluate whether the applicant can withstand physical or mental stress.

h. Interview with Supervisors

Intended to find out in more detail the abilities of the applicant because the supervisor will ask more specific questions about the job he will face. Supervisors are expected to be able to explore competence, potential, and other eligibility from applicants.

i. Showing Jobs

Candidates will be shown the type of job they will face, the type of work, equipment, and working conditions. Research shows the effectiveness of job previews will reduce employee turnover.

j. Decision Accepted

The end of the selection process is the candidate is accepted as an employee. In order to maintain relations with the community, it is better for those who are rejected to be given a letter of rejection and the reason. Files from applicants should be kept for use if there are new vacancies that need to be filled.

4.5. Orientation and Placement of New Employees

The orientation program usually depends on the personnel department and the supervisor. The program can be divided into two categories, namely general topics that are most in demand by new employees and specific ones that are directly related to work. Some of the topics covered in the new employee orientation program.

The benefit of implementing an orientation program for new employees is to reduce employee discomfort. By feeling comfortable, new employees will learn better about the obligations they have to do. This is because the orientation program helps a person to understand the social, technical, and cultural aspects of the workplace. The orientation program helps speed up the socialization process which benefits both parties, both employees and the company.

Table 4.2. Orientation Program Topics

ORGANIZATIONAL ISSUES	
▪ Employee history ▪ Organization of employees ▪ Names & positions of executives ▪ Department and employee position ▪ Physical facility layout ▪ Temporary employee period	▪ Stages of production and service ▪ A glimpse of the production process ▪ company policy ▪ Discipline regulations ▪ Employee handbook ▪ Work safety procedures
EMPLOYEE BENEFITS	
▪ Pay scale and payday ▪ Holiday ▪ Time off ▪ Training ▪ Counseling	▪ Insurance ▪ Pension program ▪ Services provided by other employees ▪ rehabilitation program
INTRODUCTION	
▪ To Supervisors ▪ To trainers	▪ To coworkers ▪ To the employee counselor
JOB OBLIGATIONS	
▪ job location ▪ Job difficulties ▪ Need for safety equipment	▪ A glimpse of work ▪ Purpose of work ▪ Relationship with other jobs.

4.6. Placement of New Employees

Placement is the appointment of an employee to occupy or do a new job. This happens to new employees or old employees who are promoted, transferred or demotion. As with new employees, old employees also undergo internal recruitment, selection and orientation before being assigned to new positions.

Placement of old employees is not that complicated because the personnel department already has employee records regarding internal candidates, ability inventory and work history. Selection will be done more quickly because the performance and abilities of employees are known for sure.

Summary:

Definition of recruitment from experts:

Werther and Davis	T. Hani Handoko	Malayu SP. Hasibuan
"is a process of finding and accepting qualified applicants for positions. The process begins when recruiters search and ends when they receive a cover letter."	"Recruitment is the process of seeking, finding and attracting capable applicants to be employed in and by an organization."	"The process of attracting, selecting, placing, orienting and induction to get employees that are effective and efficient to help achieve company goals."

4.7. Applicable Recruitment, Selection, and Placement:

Recruitment is an organizational activity that affects the number and various types of applicants who apply for a job and whether the applicants accept the job offered.

To select, attract and obtain labor from within and from outside the company, it is influenced by various variables, namely:

1. The influence of withdrawal policies on the attitudes and actions of company employees.
2. Desired level of specialization of employees.
3. Desired participation of employees.
4. Acceptance of the principle of seniority.
5. Mobility of managers in an effort to advance the company.

The purpose of recruitment is:

Provide a large enough pool of job candidates so that managers can select employees who have the qualifications they need. Sony consistently seeks out the best talented engineers in general, and seeks people to fill specific vacancies within the organization.

Recruiting Method

1. **Internal recruitment method.**
   a) Job posting and job bidding.
   b) ***Job posting*** is a procedure to provide information to employees about a vacant position in an organization/ company.
   c) ***Job bidding*** is a technique/mechanism that provides opportunities for employees who believe they have the required qualifications-to apply for vacant positions.
   d) Old employee reference.
   e) Success/replacement plans.

Things to consider in internal recruitment:
   a) Job Placement and Offers.
   b) Promotions and Transfers.
   c) Old Workforce Contacts.
   d) Recruiting Former Employees and Former Applicants.

2. **External recruitment methods**

Labor Provision	**Referral Sources**	**Other Institutions**	***Miscellaneous***
1. Walks-in 2. Labor surrender 3. Advertisement.	1. Ministry of Manpower and Transmigration 2. Expert Labor Company 3. Expert recruitment company	1. Educational institutions 2. Professional Association 4. Labor organization 5. Government Program (BLKI) 6. Operations in the military	***1. Temporary help firms*** ***2. Contract labor*** 4. Apprenticeship 5. Indonesian workers

External recruitment is carried out when the organization:
a) Need to fill entry-level positions.
b) Requires expertise or skills that are not yet possessed.
c) Requires working with different backgrounds to get new ideas.

Criteria for the success of the recruitment process:
a) Number of applicants.
b) Number of calls/offers.
c) Amount received.
d) Number of successful placements.

Short ways to assess a person's ability are referred to as: Pseudoscience's (scientific pseudo). Among others are:

1. Phrenology: assess the quality by looking at the shape of the head.
2. Physiognomy: judging by paying attention to the shape of the face.
3. Astrology: judging by paying attention to the form of birth, for example birth zodiac.
4. Pigmentation: judging by paying attention to the shape and color of the hair, for example, yellow hair (blonde) is aggressive, positive and dominant.
5. Graphology: judging by paying attention to handwriting.

Workforce Selection Procedures

1. Preliminary interview; these interviews are usually brief and try to cut down on obviously unqualified applicants. At this stage already assessed from the appearance and ability to speak.
2. Completion of the application form/blank; intended to obtain information and data from the applicant.
3. Reference; The use of reference letters is still a matter of debate. However, in general the references used are: references to characters; work and school.
4. Psychological test; its nature is very complex so it is not used for small companies but usually in large companies.
5. Interview; usually companies at this stage carry out a method called "group discussion and leadership". In this discussion, the applicants were gathered in one room, then given a problem and then observed by the assessment team how they solved the problem.
6. Direct supervisor approval; This stage is needed to be adjusted to the principle of line and staff relationships that allow supervisors to accept or reject the applicant.
7. Medical examination; performed by doctors, either from inside or outside the company. This is to avoid accepting employees who are sickly.
8. Induction or orientation.

The selection process is:

A series of activity steps used to decide whether an applicant is accepted or not.

In many personnel departments, drawing and selection is usually called the employment function.

Environmental factors that influence the selection process are:

1. Laws/regulations,
2. Decision making speed,
3. Organizational Hierarchy,
4. The number of applicants or the labor market,
5. Type of organization (private, government, non-profit organization),
6. Probational period.

The steps in the selection process in general, namely:

1. Preliminary acceptance; Applicants come or via cover letter.
2. acceptance tests,
3. selection Interview,
4. check references,
5. Medical evaluation (health test),
6. Interview by supervisor.
7. Admission decision

A good test or selection instrument should have the following characteristics:

1. Standardization,
2. objectivity,
3. Norm,
4. reliability,
5. validity.

The mistakes in the interview, namely:

1. The Halo Effect is the interviewer's error in using limited information about the applicant in evaluating the applicant's other

characteristics. For example, an applicant who is beautiful, has an attractive smile or is handsome is treated as a superior candidate.

2. Leading Questions is where the interviewer sends a “telegram” of the desired answer by giving directions to the interview questions.
3. Personal Biases are the result of the interviewer’s personal prejudices against certain groups. For example, “I prefer tall salespeople”
4. Interviewer dominance is the interviewer using the interview time to/only tell the applicant.

Types of Selection Responsibilities

Human Resources Unit	Manager
⇔ Provides early acceptance of work. ⇔ Conduct initial interview screening. ⇔ Administer appropriate job tests. ⇔ Obtain background information and references. ⇔ Recommend the best candidates to managers for final selection. ⇔ Organize physical exams of work if needed. ⇔ Evaluate the success of the selection process.	⇔ List of requests for workers with specific qualifications to fill the required positions. ⇔ Participation in the appropriate selection process only. ⇔ Candidate final interview. ⇔ Make a final decision, referring to the advice of a human resources specialist. ⇔ Provide further information needed from selected individuals.

CHAPTER 5
TRAINING AND DEVELOPMENT

5.1. Definition of Training and Development

In a company it is very necessary for human resources to be the driving force of various kinds of work to be carried out by employees. Employees have different levels of work in carrying out their work, but sometimes employees don't even know what to do due to the amount of work they have to do. For this reason, training and development is needed for human resources so that employees can understand and understand their work so that what is the company's goals can be implemented quickly and achieve the expected targets.

Wexley and Yukl (1976: 282) suggest: "training and development are terms referring to planned efforts designed to facilitate the acquisition of relevant skills, knowledge, and attitudes by organizational members". Furthermore, Wexley and Yukl also explained: "development focuses more on improving the decision making and human relations skills of middle and upper level management, while training involves lower level employees and the presentation of more factual and narrow subject matter".

Wexley and Yukl's opinion further clarifies the use of the terms training and development. They argue that training and development are terms related to planned efforts, which are held to achieve mastery of skills, knowledge, and attitudes of employees or members of the organization. Development is more focused on increasing capacity in decision making and expanding human relations (human relations) for top level management and middle level management while training is intended for employees at lower levels (executors).

The term training is aimed at implementing employees to increase technical knowledge and skills, while development is aimed at managerial level employees to improve conceptual abilities, decision-making abilities, and expand human relations.

According to Mariot Tua Efendi H (2002), "Training and development can be defined as a planned effort from the organization to increase the knowledge, skills and abilities of employees". Furthermore, Mariot Tua added that training and development are two of the same concepts, namely to increase knowledge, skills and abilities. However, judging from the purpose, generally the two concepts can be distinguished. Training is more emphasized on increasing the ability to do specific work at this time, and development is more emphasized on increasing knowledge to do work in the future, which is carried out through an integrated approach with other activities to change work behavior.

Another with Sjafri Mangkuprawira (2004), "training for employees is a process of teaching certain knowledge and skills and attitudes so that employees are more skilled and able to carry out their responsibilities better, according to standards." While development has a broader scope. It can be in the form of efforts to increase knowledge that may be used immediately or often for future purposes. Development is often explicitly categorized under management development, organizational development, and individual employee development. More basic emphasis is on management development. In other words, the focus is not on current and future jobs, but on meeting the long-term needs of the organization.

From the various opinions of the experts above, one conclusion can be drawn that training and development for human resources is an activity to increase the capacity of human resources so that they become good quality resources in terms of knowledge, work skills, a high level of professionalism. in work in order to improve the ability to achieve company goals properly.

Types of Training

According to Mathis and Jackson (2004; 318) training can be designed to meet different objectives and can be classified in various ways, which include:

1. Necessary and routine training: carried out to meet various legal requirements that are required and apply as training for all employees (new employee orientation).

2. Job/technical training: enable employees to do their jobs, duties and responsibilities well.
3. Interpersonal training and problem solving: intended to address operational and interpersonal problems and improve relationships in organizational work.
4. Developmental and innovative training: provides a long-term focus on enhancing individual and organizational capabilities for the future.

Training and Development Objectives

According to Hasibuan (2003; 70) employee development aims and is for companies, employees, consumers, or people who consume goods/services carried out by the company. The purpose of the development essentially involves the following matters:

1. Work productivity
   With development, employee work productivity will increase, the quality and quantity of production will improve, because the technical skills, human skills, and managerial skills of employees will improve.
2. Efficiency
   Employee development aims to improve labor efficiency, time, raw materials, and reduce machine wear. Waste is reduced, production costs are relatively small so that the company's competitiveness is getting bigger.
3. Damage
   Employee development aims to reduce damage to goods, production, machines because employees are increasingly skilled and skilled in carrying out their work.
4. Accident
   The development aims to reduce the accident rate of employees, so that the amount of medical expenses incurred is more skilled and skilled in carrying out their work.
5. Service
   Development aims to improve better service from employees to company customers, because the provision of good service is a very important attraction for partners in the company concerned.

6. Moral
   With development, employee morale will be better because their expertise and skills are in accordance with their work so that they are enthusiastic about completing their work properly.
7. Career
   With development, the opportunity to improve employee careers is greater, because expertise, skills and work performance are better. Scientific promotion is usually based on one's expertise and work performance.
8. Conceptual
   With development, managers are increasingly proficient and quicker in making better decisions, because technical skills, human skills, and better managerial skills.
9. Leadership
   With development, the leadership of a manager will be better, human relations-it is more flexible, motivating it is more directed so that the development of vertical and horizontal cooperation is more harmonious.
10. Remuneration
    With development, remuneration (salary, wages, incentives, and benefits) employees will increase because their work performance is getting bigger.
11. Consumer
    Employee development will provide good benefits for consumer society because they will receive higher quality goods or services.

Organizational goals will be achieved if employees carry out their duties properly and as well as possible. To improve the work ability of employees, organizations must strive for employee development. So the purpose of employee development is to be able to improve the effectiveness of employee work in achieving work goals and objectives. Improving work effectiveness can be done through: (1) increasing knowledge, (2) improving skills, (3) fostering employee attitudes towards their work and towards their duties. With efforts to increase work effectiveness, a very specific technical understanding arises, that development has the connotation of efforts to increase knowledge and skills, while coaching is an attempt to change a person's attitude towards perceptions about himself and about the work he faces.

Employee knowledge regarding the implementation of tasks and general knowledge (which has anything to do with the implementation of tasks), determines the success of the implementation of the task itself. Employees who do not have sufficient knowledge about the field of work (such as new employees) will work haltingly. Waste of materials, time and other factors of production is often done by those who do not have enough knowledge in their field of work. This waste will increase the cost of achieving organizational goals. That's why employees must be fostered and developed so that they do not do anything that can harm the efforts to achieve organizational goals.

Employee skills are one of the main factors in achieving success for achieving organizational goals. For new employees, or those facing a new job, additional skills are needed to be able to carry out their duties properly. In addition to skills, sufficient basic knowledge is required for employees to complete work. However, prior knowledge and skills alone are sufficient to achieve a successful goal. The attitude (attitude) of employees towards the implementation of tasks is a key factor in achieving success. Therefore, attitude development must also be carried out within the framework of developing the ability of employees as a whole.

The existence of differences in the object of development, namely the knowledge, skills and attitudes of employees, brings consequences to the method of increasing employee effectiveness. The development of knowledge can be carried out by means of lectures, using audiovisual aids (AVA), and programmed instructions. Skills can be developed through training with a focus on the basic physical abilities of employees. However, fostering an attitude can be carried out through a process of psychological dynamics, namely through games, sensitivity training and other similar methods.

According to Anwar Prabu Mangkunegara (2001, p. 45) the objectives of training and development are:

1. Increasing appreciation of the soul and ideology.
2. Increase work productivity.
3. Improve work quality.

4. Increase the determination of human resource planning.
5. Increase stimulation so that employees are able to achieve optimally.
6. Improve occupational health and safety.
7. Avoid occupational health and safety.
8. Avoid obsolescence.
9. Improve employee development.

According to Veithzal Rivai (2008, p. 229), the aims or objectives of training and development can basically be developed from a series of questions as follows:

1. Training effectiveness/validation
   Did participants acquire skills, knowledge and abilities during the training.
2. The effectiveness of the transfer/transfer of knowledge
   Can the knowledge, skills or abilities learned in training improve performance in carrying out tasks?
3. Intraorganizational effectiveness/validity
   Is the job performance of the new group that underwent a training program at the same company comparable to the job performance of the previous group?
4. Interorganizational effectiveness/validation
   Can a training program set in one company succeed in another company?

The objectives of training and development are:

1. To improve the output quality
2. To increase the quantity of output
3. To lower waste and maintenance costs.
4. To reduce the number and cost of accidents
5. To reduce turnover, absenteeism from work and increase job satisfaction
6. To prevent employee antipathy

Rationalization of Training and Development

Pragmatically, training and development programs have a positive impact on both individuals and organizations. Smith (1997) outlines individual capability profiles in terms of skills acquired through training and development. Along with the mastery of expertise or skills, the income received by individuals will increase. In the end, the results of training and development will open up opportunities for individual career development within the organization. In this context, career advancement or promotion is determined by possessing skill qualifications. While in difficult situations where organizations tend to reduce the number of employees, training and development provide reinforcement for individuals by guaranteeing job security based on mastery of the competencies required by the organization.

1) Training and development has the potential to improve labor productivity.
2) Training and development can improve the quality of that output, a more highly trained employee is not only more competent at the job but also more aware of the significance of his or her actions.
3) Training and development improve the ability of the organization to cope with change; the successful implementation of change whether technical (in the form of new technologies) or strategic (new product, new markets, etc.) depends on the skill of the organization’s member. *(*Smith in training management principles, Irianto Jusuf, 2001).

When competition between organizations is very tight, productivity issues become one of the determinants of organizational sustainability in addition to issues of quality and ability of employees. HR training and development programs can guarantee the achievement of these three issues at an organizational level.

Training and Development Triggers

There are several organizational phenomena that can be categorized as symptoms that trigger the emergence of training and development needs. Not achieving work achievement standards, employees are unable to carry out their duties, employees are not productive, sales levels are decreasing, profit levels are decreasing are some examples of symptoms that commonly occur in organizations.

According to Blanchard and Huszczo (1986), the symptoms caused by these conditions provide an example of seven main symptoms in organizations that require treatment, namely:

1. Low productivity;
2. High absenteeism;
3. High turnover;
4. Low employee morale;
5. High grievances;
6. Strikes;
7. Low profitability.

These seven symptoms are very common in organizations which can be caused by at least three factors which include: failure to motivate employees, organizational failure to provide proper facilities and opportunities for employees to carry out their work, organizational failure to provide effective training and development to employees.

In that situation, the training program relies heavily on training need analysis (TNA). And orienting to employee development includes:

1. The existence of a new employee, providing job orientation or main organizational tasks to newly recruited employees before the person concerned is placed in one of the organizational units;
2. Having new work equipment, preparing employees to use new equipment with newer technology, so that work accidents do not occur and increase work efficiency;
3. There is a change in the bureaucratic management/administration system, preparing employees to do work using the newly built system;
4. There are new work quality standards, preparing employees to do work using the newly built system;
5. There is a need to refresh memory, provide new nuances/refreshment of knowledge and skills possessed;
6. There is a decrease in employee performance. Improving the quality of employee performance in accordance with the demands of developments in the strategic environment;

7. There is employee rotation/relocation, increasing employees in dealing with new jobs and work situations.

Stages of Training and Development

Training and development also really needs to be planned well in advance, so that training activities do not go to waste, let alone waste all time, money and neglect other jobs. For that training and human resource development must be included in the program by managers.

The stages in implementing training and development planning for human resources are as follows.

1. Analysis of Training Needs (training need analysis).
   In the first stage, the organization requires an assessment phase which is characterized by one main activity, namely training needs analysis. There are three situations where organizations are required to carry out this analysis, namely performance problems, new systems and technology as well as automatic and habitual training.

   First situation, related to performance in which organizational employees experience quality degradation or gaps between performance and predetermined work standards.

   Second situation, relating to the use of computers, procedures or new technologies adopted to improve the operational efficiency of the company.

   Third situation, related to training that is traditionally carried out based on certain requirements, for example legal obligations such as occupational health and safety issues. TNA is an analysis of workplace needs specifically intended to determine what training needs really are a priority. Information on these needs will be able to assist organizations in using resources (funds, time etc.) effectively while avoiding unnecessary training events. TNA can also be understood as a systematic and comprehensive investigation of various problems with the aim of correctly identifying several dimensions of the problem, so that finally the organization can find out whether the problem really needs to be solved through a training program or not. Training needs analysis is carried out through a question-and-answer process (asking question getting answers). Questions were asked to each employee and then made verification and documentation of various problems where finally the training needs could be known to solve these problems.

Problems that require training are always related to a lack of skill or knowledge so that standard performance cannot be achieved. Thus, it can be concluded that the actual performance with situational performance.

Functions of Training Need Analysis (TNA), namely:

a) Gather information about skills, knowledge and feelings of workers;
b) Collect information about job content and job context;
c) Define standard performance and actual performance in operational details;
d) Engage stakeholders and build support;
e) Provide data for planning purposes

The result of TNA is the identification of performance gaps. The performance gap can be identified as the difference between the expected performance and the individual's actual performance. Performance gaps can be found by identifying and documenting competency standards or requirements that must be met in carrying out work and matching them with the actual performance of individual workplaces.

The TNA stage has important elements, namely:

a) Identification of problems
b) Identify needs
c) Development of performance standards
d) Participant identification
e) Development of training criteria
f) Cost estimation
g) Profit

2. Planning and Making Training Design.
   Training design is the essence of the training, because at this stage how can we ensure that the training will be carried out.
   The overall tasks that must be carried out at this stage are:
   a) Identify the learning objectives of the training program
   b) Determine the most appropriate method
   c) Define organizers and other support
   d) Choose from a variety of media
   e) Define contents
   f) Identify evaluation tools
   g) Arrange training sequences.

   Furthermore, what is no less important is to make the necessary and developed training materials such as:
   a) Overall training schedule (estimated time);
   b) Plan each session;
   c) Learning materials such as notebooks, reading books, handouts etc.;
   d) learning aids;
   e) Evaluation form.
3. Training Implementation
   The next stage to establish an effective training activity is the implementation of the training program. The successful implementation of HR training and development programs depends on selecting programs to obtain the right people under the right conditions. TNA can help identify the right people and the right program, while several considerations (training development) and consideration programs can help in creating the right conditions.
4. Training Evaluation
   To ensure the success of the training can be done through evaluation. Systematically, training management includes the planning stage, namely training need analysis, implementation stage and evaluation stage. The last stage is a critical point in every activity because it is often overlooked while its function is very

vital to ensure that the training that has been carried out succeeds in achieving its goals or vice versa.

a) *Perception*

Regarding Training Evaluation, the concept of training has long experienced perceptual problems. As an activity, many organizations perceive evaluation wrongly besides ignoring or not doing it at all after the training is held. According to Smith (1997) evaluation of training and development programs is a necessary and useful activity, however, in practice it is often forgotten or not carried out at all.

b) *The Meaning of Training Evaluation*

Newby (Tovey, 1996 in Irianto Yusuf) writes that the main focus of evaluation is focused on training effectiveness. Effectiveness relates to the extent to which the HR training program is decided as a goal to be achieved, because effectiveness is a serious problem in training evaluation activities.

c) *Designing a Training Evaluation*

The evaluation carried out by the organizers of the training is as follows:

i. Pre-Training Evaluation, aims to determine the extent to which the knowledge, skills and attitudes possessed by the participants before the training is carried out compared to the knowledge, skills and attitudes compiled in the program. Knowledge, skills and attitudes that the participants do not have are presented in the implementation of the training program.

   Stages of evaluation of training:

   a. Participant Evaluation
   b. Widyaiswara Evaluation
   c. Organizer Performance Evaluation

ii. Post-Training Evaluation, aims to find out the knowledge, skills and attitudes that were not owned by the participants before the training after the training process was completed can be properly owned by the participants.

5.2. Applicative Training and Development

Definition of Orientation:

A procedure for giving new employees background information about the company.

Definition of Exercise (training):

A program to improve mastery of various skills and specific, detailed and routine work implementation techniques.

The main objectives of training and development are:

To close the "gap" between the skills or abilities of employees with requests for positions.

To improve the efficiency and effectiveness of employees in achieving work targets that have been set.

Some of the things covered in the orientation program:

1. ***Organizational Issues:***
   a) Brief history of the organization
   b) Company policies & rules.
   c) Company organization
   d) Disciplinary rules
   e) Name and directorships
   f) Security procedures.
   g) Employee positions and departments
   h) Employee handbook.
   i) Layouts physical facilities
   j) Process production.
   k) Trial period
   l) Product line or service created.
2. ***Introduction:***
   a) With Supervisor (boss).
   b) With coworkers.
   c) With coaches.
   d) With the employee guidance section.

3. ***Employee Benefits:***
   a) Wage or salary scale
   b) Insurance
   c) Leave and holidays
   d) Pension program
   e) Break
   f) Organizational services to employees
   g) Training and education
   h) Rehabilitation program
   i) Counseling.
4. ***Office Duties:***
   a) job location
   b) Job function.
   c) Job assignments
   d) Job goal
   e) Security needs
   f) Relations with other workers

The five steps in the training and development process

1. Needs analysis:
   Identify the job performance skills that would be improved.
   Audience analysis, that the program is in accordance with the level of education, skills, attitudes and motivation of employees.
2. Instructional design:
   Gather instructional objectives, media, descriptions, methods and sequencing of content, examples, exercises and activities.
   Make sure all materials for training have been prepared in accordance with the goals set.
3. Validity:
   Introduce and legitimize the training before an audience.
4. Implementation
   Drive success with train-of-the-trainer workshops that focus on skills presentation as well as training content.
5. Evaluation and follow up.

Development goals:

1. Work productivity; to increase the quantity and quality is getting better because it improves technical skills, human skills, and managerial skills.
2. Efficiency; improve energy efficiency, time, raw materials and machine wear which can reduce waste.
3. Damage; reduce damage to goods, production and machines in carrying out work.
4. Accident; to reduce the amount of medical and health costs of employees.
5. Service; improving service to consumers is getting better.
6. Moral; Employees are more responsible in carrying out their duties.
7. Career; improve skills, achievements, and skills to be better.
8. Conceptual; improve speed skills in decision making.
9. Leadership; improve ways of planning, directing, motivating and controlling better employees.
10. Remuneration (salary, benefits and incentives); increase the remuneration, the better work performance.
11. Consumer; the better in service and product quality produced.

The types of development, namely:

1. Informal development, namely: employees of their own will and efforts to train and develop themselves by studying literature books that have to do with work and position.
2. Formal development, namely: employees are assigned by the company to attend education and training, both those carried out by the company and those carried out by educational or training institutions.

Training and development techniques:

1. ***On the job training method (practical method),*** is: a method in which employees are trained on new jobs with the direct supervision of an experienced "coach". Usually using the following practices:

a) Job rotation, which provides knowledge about different parts of the organization and various managerial skills.
b) Job instructor training, by giving instructions directly about the implementation of their current job.
c) Apprenticeships (Apprenticeships), is a process of learning from one/several experienced people.
d) Coaching, supervisors or superiors provide direction and guidance to employees in carrying out their routine work.
e) Temporary assignments are placements of employees in managerial positions or as members of certain committees for a specified period of time.

2. ***Off the job training method***, namely approach to information presentation techniques, aims to teach various attitudes, concepts or skills to the participants. the methods commonly used are:

a. ***Information presentation method,*** is to teach various attitudes, concepts or skills to the participants, the method used, namely:
1) Lectures are a passive and traditional method of conveying information, lots of participants and relatively low cost.
2) Video presentation is a complementary method through media, such as TV, films, slides and the like.
3) The conference method, namely: a method that is oriented towards discussion of problems or new areas of interest that have been previously defined.
4) Programmed instruction, namely: a method that uses a teaching system or computer to teach participants a topic and detail a series with direct feedback on the completion of each step.
5) Self-study is a technique that uses written modules, tapes or videotapes and usually the employees are dispersed.

b. ***Simulation method***, that is an approach in which employees/trainees receive an artificial presentation of an organizational aspect and are asked to respond to it as it really is. Method

The simulations commonly used are;
1) The case study method, is a written description of a real decision-making situation provided.

2) Role playing is a tool technique that allows employees to play a variety of different roles.
3) Business games are small-scale decision-making simulations that are appropriate to real business life.
4) Vestibule training, is a technique that is carried out by special trainers with separate areas built with various types of equipment the same as those that will be used in actual work.
5) Laboratory training is a form of group exercise technique used to develop interpersonal skills.
6) Executive development programs are training programs held at universities or other educational institutions.

Factors that influence the selection of training and development techniques, namely:

1. Cost effectiveness.
2. Fill in the desired program.
3. Eligibility of facilities.
4. Participants' preferences and knowledge.
5. Preferences and abilities of the instructor or coach.
6. Study principles.

Several HR development challenges are factors in retaining effective employees, namely:

1. Obsolescence occurs when an employee no longer has the knowledge or ability to carry out work effectively. Signs of obsolescence, namely: inappropriate attitudes, decreased performance, or outdated work procedures.
2. Sociotechnical and technological changes, for example the use of automatic machines, changes in cultural attitudes about female workers.
3. Labor turnover; employee entry and exit will affect the company's work system, so employee development must be done at any time.

The steps in evaluating training and development programs are:

1. Evaluation criteria.
2. Preliminary test.
3. Employees are trained or developed.
4. Full test (post-test).
5. Transfers or promotions.
6. Follow-up.

Job performance appraisal according to Andrew F. Sikula is:

Systematic evaluation of work done by employees and aimed at development.

The purpose and use of employee performance appraisal:

1. As a basis for promotion, demotion, separation, and determination of remuneration.
2. Measuring success in his work.
3. To evaluate the effectiveness of all work activities.
4. To evaluate training programs and the effectiveness of work schedules, work methods, organizational structures, working conditions, supervisory styles and work equipment.
5. As an indicator to determine the need for training for employees.
6. To increase work motivation and employee skill development tools.
7. As a tool to observe the behavior of subordinates.
8. To assess the weaknesses or deficiencies of employees and the organization in the past.
9. As a criterion for determining the selection and placement of employees.

Standardization of performance appraisal is divided into 2 things, namely:

1. Tangible standards, namely: targets that can be determined by measuring instruments. This standard is divided into:

   a. Physical standards are divided into: quantity standards (Kg, meters); quality standard (good-bad); and standard time (hour, day and month).
   b. The standard of money is divided into: cost standards, income standards, and investment standards.
2. Intangible standards, namely: targets that cannot be determined by measuring instruments, for example loyalty, loyalty, participation, behavior and dedication of employees to the company.

The elements assessed are:

- Loyalty/loyalty.
- Work performance
- Honesty
- Discipline
- Creativity
- Cooperation
- Personality
- Initiative
- Proficiency
- Responsibility
- Leadership

Work performance appraisal methods

1. Past-oriented assessment methods, namely:
   a. Rating scale is a method that is subjective with a certain scale from the lowest to the highest based on the opinion of the appraiser, which compares the results of the employee's work with the factors (criteria) that are considered important for the implementation of the work.
   b. The checklist is where the appraiser selects sentences or words that describe work performance and employee characteristics, then is given weight on the different items in the checklist.
   c. The critical incident method is: an assessment based on the appraiser's notes which describe the employee's behavior as very good or very bad in relation to work performance.
   d. Field review method is: a method that conducts field visits to assist supervisors in the assessment.
   e. Job performance tests and observations can be based on written skills and knowledge tests or skills demonstrations.

f. Group evaluation method; This method is useful for making decisions about wage increases, promotions and various forms of rewards.
   - ❖ The ranking method is that the appraiser compares one employee with another to determine who is better, then places the employees in order from the best to the worst.
   - ❖ Grading or Forced distributions; In this method the assessment separates or "sorts" employees into different classifications.
   - ❖ The point allocation method is another form of the grading method. Penial is given a total value to be allocated to employees in the group.

2. Past-oriented future-oriented assessment methods.
   a) Self-assessment (Self-appraisals)
   b) Psychological appraisals
   c) Management by Objectives (MBO) Approach
   d) Assessment center technique (Assessment centers technical)

Terms in career planning:

Career is:

All jobs (positions) handled or held during a person's working life.

Career paths are:

The pattern of sequential jobs that make up a person's career.

Career goals are:

A future position that a person "struggles" to achieve as part of their career.

Career planning is:

The process through which a person chooses career goals and paths to those goals.

Career development is:

Personal improvements that a person makes to achieve a career plan.

Some of the benefits obtained when the personnel department is involved in career planning are:

- Develop promotable employees
- Reducing employee turnover.
- Reveal employee potential.
- Drive growth
- Reduce hoarding.
- Satisfy employee needs.
- Assist the implementation of approved activity plans.

In practice the personnel department encourages career planning in 3 ways, namely:

1. Career education, examples: briefing speeches, circulars and memorandums from top managers.
2. Information on career planning, sample job descriptions, and job specifications.

   Career counseling.

CHAPTER 6
CAREER PLANNING AND DEVELOPMENT

6.1. Career Planning

Career is all the jobs he holds while he is working. For some people, the job/position is part of the plan, while for some others, a career is something that is acquired by chance, only career planning does not always lead to career success. Superior performance, experience, education and some fortunate coincidences in this regard determine success.

Some of the major components of a career are:

1. *Career path*, is a sequence pattern of work that forms a person's career
2. *Career goals*, is a future position where a person tries his best to achieve it as part of his life career. This goal becomes the benchmark of a person's career path. Career Development
3. *Career planning*, is the process by which a person chooses career goals and a career path to achieve these goals.
4. *Career development*, is a person's various self-development efforts in order to pursue a career plan (career plan).

Career Planning and Employee Needs

In many companies that do not consider someone's career plan is part of the activities of the personnel department. Currently, with the increasing number of experts in the field of human resources, career planning is used to meet the needs of internal staff. Although this service is limited to the level of managers, professionals and technical workers, ideally every employee should have it. Career planning is expected to increase employee motivation to work harder. What employees want in a career can be seen below:

1. *Career equity*, employees want to get equal treatment in the promotion system

2. *Supervisory concerns, employees* want to have knowledge of career opportunities in the organization
3. *Employee interest, employees* require different information and different degrees of interest in career development depending on various factors.
4. *Career satisfaction, employees* have different levels of satisfaction depending on their age and job.
5. *Career planning* and its development programs must take these differences and the wishes of its employees into account. In general, whatever approach the HR department takes to career planning and development, it must be flexible and proactive.

Career Planning and Personnel Department

The personnel department must be active in the career planning of its employees. They sometimes handle career planning because human resource planning indicates future employee needs and relates to career opportunities. Of course, managers should think about career plans, but not all managers think about/are interested in careers so the HR department has to help think about it.

Some of the advantages of career planning are:

1. Develops promotable employees. Career planning helps to internally develop a supply of talent that can be promoted.
2. Lower turnovers. With increased attention to career, it encourages loyalty to the company thereby reducing employee turnover.
3. Tap employee potential. Career planning causes employees to better demonstrate their abilities at work
4. Further growth. Career plans and goals motivate employees to grow and develop
5. Satisfy employee needs. With career planning, employees are more confident

Corporate Roles and Career Planning

Some of the roles of the company towards career planning, namely:

1. Career Education
   Various empirical experiences, there are still many employees who are not aware of the importance of career planning, if ever they often lack information in making successful career plans. Human Resources (HR) departments can actually increase employee awareness through various educational techniques. For example, seminars and workshops can increase employee interest and can help employees set final goals, identify career sequences/flows and find specific career development activities. The objectives of information seminars and workshops for employees are:
   a) Help them understand better how jobs and careers can contribute to their future goals.
   b) Provide their needs with an individual career planning approach.
   c) Make limits on the roles of employees, supervisors and the HR department in career planning with personnel development.
   d) Provides realistic job and career information for career planning.
2. Career Planning Information (Information of Career Planning)
   The Human Resources Department should provide the required career information as part of the Human Resources information system. If different jobs require the same skills, employees form job groups. Career flows within occupational groups require additional training because the skills of each worker are closely linked. If the information is available, then employees can get a proper career path. Problems occur if in the work group employees avoid jobs that are less attractive and or low salary. To prevent this the Human Resources department needs to develop sequential job progress. The job advancement ladder is part of the career path, where some jobs require certain prerequisites.

3. Career Guidance (Career Counseling)

In helping employees develop goals and find the right career path, the Human Resources department offers career guidance. A career counselor is someone who is able and willing to listen to employees' interests and provide information about related jobs. Counselors can also help employees find their interests by managing and interpreting their attitudes, skills and psychology through various tests, such as vocational preference and interest tests which are useful for directing a person in work to measure individual abilities and interests in specific types of work.

There are two things in career guidance (career counseling), namely:

a. Employee self-assessment

Career counselors realize that a career is part of a person's life plan. Career reality tends to be a part that is detached from the part of the life plan. A plan is often defined as a series of hopes, dreams and personal goals. Ideally a career plan is an integral part of one's life plan. If not, career goals will just end without any connection with life plans. For example, a husband for several decades has struggled to achieve a degree of career success. When success was achieved, he realized that personal life, such as friendship, marriage and paternal relations were in trouble. This is caused by careers that are made outside of life plans that should be integrated.

In addition to life plans, self-assessment including self-inventory can be carried out by employees objectively. Employees can match their interests and abilities through career information available in the HR department. As an example of how employees can self-evaluate, it is presented in a self-evaluation list as follows:

Interest & Work Intelligence	Low			Tall		
	1	2	3	1	2	3
Physical work						
Non-physical work						
Oral work						
Quantitative work						
Visual work						
Interpersonal work						
Creative work						
Analysis work						
Managerial work						
Clerical work						
Mechanical work						

The decision model above is the same as the career decision-making model developed by Stair in Bohlander, Dhruden and Sherman (1998) as shown in the following table:

Internal factors		External Factors	
Intelligence and Nature:	Academic & party	Family Influence	Family Values & Expectations
	Jobs & Skills		Social Level
	Communication		
	Leadership		
Interest	Provision Amount	Economic Influence	Economic
	Total Pressure		Working Conditions
	Number of Working with Data		Job Market Information
	Number of Working People		Total Diversity
Mark	Wages and Salaries	Social Influence	Effects of race, ethnicity and sex on success
	Status and Prestige		Psychological effect on success
	Advance		
	Job Development		

b. Career guidance process

Career guidance is a very sensitive process and has the potential for exploration among employees. Employees are able to understand only some of the better paid employees. However, when the counselor tries to explain the need for additional skills that the employee does not have, certain employees feel that they are being treated unfairly. The reaction among employees is, if someone else can do the job, so can I. If the counselor explains the steps needed, the employee can refuse additional education.

According to Sherman, et al. (1988) formulates the phases of career development, namely:

1. Matching individual needs with the company

   In an ideal Human Resource planning and development system, individuals should seek to match the needs of the company with the needs of the brand in career development.

2. Create pleasant conditions

   Creating pleasant conditions includes the following:

   a) Management support includes designing and implementing a career development system, training in job design, job appraisal, counseling and career planning for managers and supervisors who are prepared to become program planners and developers.
   b) Formulation of goals that must be understood by all employees.
   c) For example, if a company plans to expand its production business, what will happen is a change in the production process and an expansion of market segments. Therefore, certain skills are needed that are open to employees to develop their careers through training.
   d) Changes in Human Resources policy.
   e) Such as job transfer and promotion is one way to create pleasant conditions. This is important not only for those with potential for advancement, but also for those who have experienced a demotion.

f) Career development program announcements should be submitted transparently by the company. Career goals and opportunities can be communicated in various ways such as publications, manuals and instructions on how to develop a career in the form of brochures and videos as well as oral presentations.

3. Inventory of job opportunities

An inventory of job opportunities includes the following:

a) *Compensation*, knowledge about work is broken down into three knowledge in technical, managerial and human relations aspects. Likewise, problem solving and accountability have several dimensions, such as knowledge of problem analysis, problem approach and audit systems

b) *Work Progress*, new employees who have no experience are grouped as beginners. After a certain period of time working, employees can be promoted to other jobs that require higher knowledge and skills.

c) *Training Needs*, companies need to assess the training needs of companies and employees in line with the company's internal and external developments

6.2. Applicative Approach Career Development

Career development starts with yourself. Each person must accept responsibility for his or her own career development. After the commitment is made, several career development actions are carried out, such as:

1. Job performance
2. Exposure
3. Resignations
4. Organization loyalty
5. Mentors and sponsors
6. Key subordinates
7. Growth opportunity

Job performance, the most important thing in career development is job performance. If the performance is below standard then efforts for career development are in vain.

exposure, meaning being known by those who make decisions for promotions, transfers and other career opportunities.

Resignations, when someone sees a career opportunity anywhere, then the way to resign is a way to achieve that goal. Usually this resign is in the form of a promotion, or an increase in income, and getting new experiences.

Organization loyalty, in many companies, people place career loyalty higher than loyalty to the company.

Mentors and sponsors, a mentor is someone who offers career information informally. If the mentor can place employees for career development activities such as training programs, transfers or promotions, then the mentor is referred to as a sponsor.

Key subordinates, a successful manager has subordinates who assist the manager in his development and performance. Subordinates must have special knowledge or skills that managers can learn from.

Growth opportunity, when employees develop their abilities, they are in accordance with organizational goals.

CHAPTER 7
PERFORMANCE ASSESSMENT

7.1. Definition of Performance Appraisal

Performance appraisal is a function of motivation and ability. To complete a task or job a person should have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it. Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company.

Some definitions of performance appraisal put forward by experts such as:

Malayu S.P. Hasibuan (2001: 34) suggests performance (work achievement) is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. Andrew F. Sikula quoted by Malayu S.P. Hasibuan (2001:87)

Performance Appraisal is a systematic evaluation of the work done by employees and is intended for development.

Regarding performance appraisal in the midst of global competition, companies demand high performance from each employee. This is stated by: Henry Simamora, (2004: 338) Performance appraisal is a process used by companies/organizations to evaluate the performance of individual employees' work.

To further clarify how performance appraisal in an organization can produce qualified individuals and the quantity produced by employees, Malayu S.P. Hasibuan, (2001: 87) states that Performance Assessment is assessing the ratio of real work results to the quality and quantity standards produced. every employee.

In this case also Mondy and Noe quoted by Marwansyah and Mukaram (2003: 103) state that Performance Appraisal is a formal system for periodically checking/reviewing and evaluating a person's performance.

Based on the understanding of performance appraisal above, it can be concluded that performance appraisal in a modern organization, performance appraisal is an important mechanism for management to use in explaining goals and performance standards and motivating individual performance next time. Performance appraisal forms the basis for decisions. affecting salaries, promotions, terminations, training, transfers, and other employment conditions.

From the results of a study by Lazer and Wikstrom (1977) on the assessment of 125 companies in the USA, cited by Veithzal Rivai (2004: 324), the aspects assessed in performance appraisal are:

1. Technical ability, namely the ability to use knowledge, methods, techniques and equipment used to carry out tasks as well as the experience and training obtained.
2. Conceptual ability, namely the ability to understand the complexity of the company and adjust the plane of motion of each unit into the operational field of the company as a whole, which in essence the individual understands his duties, functions and responsibilities as an employee.
3. Interpersonal relationship skills, which include working with others, motivating employees/colleagues, negotiating and others.

Performance Assessment Purpose

A company conducts performance appraisal based on two main reasons, namely:

1) Managers need an objective evaluation of employee performance in the past which is used to make HR decisions in the future.
2) Managers need tools that allow employees to improve performance, plan work, develop abilities and skills for career development and strengthen the relationship between the manager concerned and his employees.

Based on the description above, the purpose of evaluating employee performance basically includes:

1. To determine the level of achievement of employees so far.
2. Provision of matching rewards, for example for salary increases, basic salary, special salary increases, money incentives.

3. Encourage accountability from employees.
4. To differentiate between one employee and another.
5. HR development which can still be distinguished into:
    a) Reassignment, such as mutation or transfer, job rotation.
    b) Promotion, promotion.
    c) Training and practice.
    d) Increase work motivation.
    e) Improve work ethic.
6. Strengthen the relationship between employees and supervisors through discussions about their willingness to work.
7. As a tool to obtain feedback from employees to improve job design, work environment, and further career plans.
8. Selection research as a criterion of success/effectiveness.
9. As a source of information for HR planning, career and succession planning decisions.
10. Helping to place employees with suitable jobs to achieve good overall results.
11. As a source of information for making decisions related to salaries, wages, compensation and other rewards.
12. As a distributor of complaints related to personal and work problems.
13. As a tool to maintain performance levels.
14. As a tool to help encourage employees to take initiative in order to improve performance.
15. To determine the effectiveness of HR policies, such as selection, recruitment, training and job analysis as components that are interdependent among HR functions.
16. Identify and remove barriers to good performance.
17. Develop and define job compensation.
18. Termination of employment, giving sanctions or gifts.

Types of Performance Assessment

1. Assessment only by superiors
    a) fast and direct
    b) may lead to distortion due to personal considerations.

2. Assessment by line groups: superiors and their superiors again jointly discuss the performance of the subordinates being assessed.
   a) objectivity is more accurate than if only by his superiors alone.
   b) Highly rated individuals can dominate the assessment.
3. Appraisal by staff group: supervisor asks one or more individuals to consult with him/her; immediate supervisor makes the final decision.
4. Assessment by committee decision: same as in the previous pattern except that the manager in charge no longer makes the final decision; results are based on majority choice.
5. Assessment based on field review: same as staff group, but involves a representative from development lead or HR department acting as independent reviewer
6. Assessments are carried out by subordinates and colleagues.

Benefits of Job Appraisal

1. *Bargaining position.* To enable management to conduct objective and rational negotiations with trade unions (if any) or directly with employees.
2. *Performance Improvements.* Feedback on work performance that is useful to employees, managers and personnel specialists in the form of activities to improve or improve employee performance.
3. *Compensation Adjustment.* Performance appraisal helps decision-making in profit/loss adjustments, determining who needs to increase wages/bonuses or other compensation.
4. *Placement Decision.* Assist in promotions, placement decisions, and transfers and demotions generally based on past or anticipated performance. Often promotions are rewards for past performance.
5. *Training and development.* Poor performance indicates a need for training.
6. *Career planning and development.* Performance appraisal feedback can be used as a guide in planning and developing employee careers, preparing appropriate career development programs can align employee needs with employee interests.

7. *Evaluation of the staffing process.* Good or bad job performance reflects the strengths or weaknesses of the HR department's staffing procedures.
8. *Staffing process deficiencies.* Good or bad performance signals strengths or weaknesses in the employee placement procedures in the HR department.
9. *Inaccurate information.* Weak performance indicates errors in job analysis information, HR planning or HR information systems.
10. *Errors in designing work.* Weak performance may be a symptom of improper job design.
11. *Fair job opportunities.* Accurate job-related performance appraisals ensure that internal placement decisions are not discriminatory.
12. *Overcoming external challenges.* Sometimes performance is affected by factors outside the work environment. If these factors cannot be overcome by the employee concerned, the HR department may be able to provide assistance.
13. *The main elements of the performance appraisal system.* The HR department usually develops performance appraisals for employees in all departments. The main elements of this assessment system include criteria that are related to the implementation of work and criteria measures.
14. *Feedback to HR.* Good or bad performance throughout the company indicates how well the HR department is functioning.

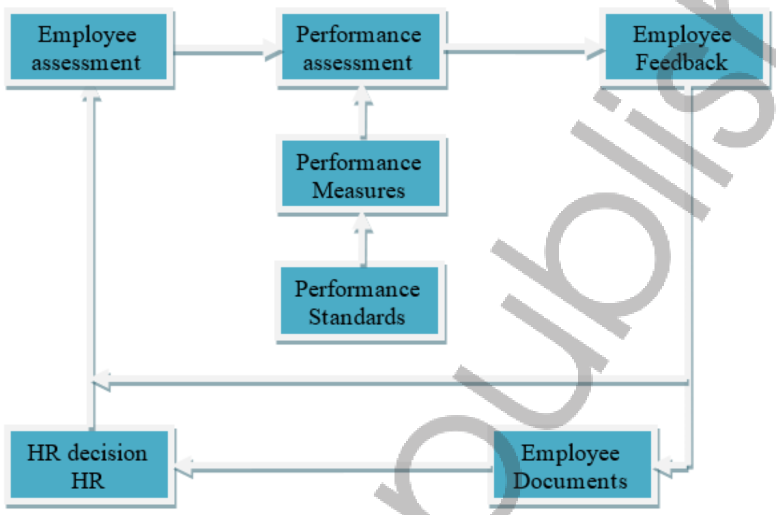


Figure 7.1. Performance Assessment Scheme

7.2. Definition of Career Development

An individual who first receives a job offer will have different knowledge about work when compared to individuals who have worked for a long time. Those who have worked for a long time will have a broader and more meaningful view. The opinion about the work has changed. Work is not only considered as a source of income, but also as something that can satisfy other desires, such as appreciation from other people, competition for power and higher positions and so on.

In this regard, every employee must be given the opportunity to develop his career, namely as a tool to motivate them to achieve better performance. The development itself according to Malayu S.P. Hasibuan (2001:69) is an attempt to increase the technical, theoretical, conceptual, and moral knowledge of employees in accordance with the needs of the job/position through education and training.

There are several definitions of career development put forward by experts:

Veithzal Rivai (2004:280), the process of increasing individual work ability achieved in order to achieve the desired career. Career development is defined as preparing individuals to assume different or higher responsibilities within the organization, in this case Henry Simamora (2004: 273) states that: The process of individuals planning their work lives.

Development usually relates to increasing the intellectual or emotional abilities needed to do a better job.

Usually in an organization someone will experience a level of success where an employee has the opportunity to get the career he wants here Wayne F. Casio quoted by Bambang Wahyudi (2002: 162) states that: A series of promotions or transfers to a higher position high in the hierarchical level experienced by a worker during his service period.

So here we can conclude that a person's career development is driven by a strong desire to be able to occupy a higher position in an organization which is supported by the individual abilities and emotional level he has above the average of other employees.

Career Development Goals

The aim of all career development programs is to match the needs and goals of employees with the career opportunities available in the company now and in the future. Therefore, a well-designed career development effort will be able to assist employees in determining their own career needs, and matching employee needs with company goals. Although career planning is important in the phase of a career, there are 3 points in the career journey that are crucial. First, when employees start to be contracted. Early work experience has an important influence in shaping their career. Second, Mid-career (mid-career), namely the condition in which the employee has begun to face different pressures and job responsibilities when the person concerned begins to be contracted. However, mid-career, employees are at a turning point, namely a position where career stagnation is a serious concern. Third, during the pre-retirement period, workers face uncertainty due to economic, social and interpersonal relations.

Individual Career Development

Some matters relating to the individual career development of an employee are:

1. Job performance

   Job performance is the most important factor to improve and develop an employee's career. Career advancement is largely dependent on good and ethical work performance. The assumption of good performance underlies all career development activities. When performance is below par, ignoring other career development efforts, even simple career goals are usually not attainable. Career advancement generally lies in performance and achievement.

2. Exposure

   Career advancement can also be developed through exposure. Exposure becomes familiar (and is expected to be maintained as high as possible). Know what to expect from promotions, transfers or other career opportunities by carrying out conducive activities. Without exposure, good employees may not get the opportunities necessary to achieve their career goals. Managers gain exposure primarily through their performance and achievements, written reports, oral presentations, committee work and increased corporate social responsibility through involvement in associations. professional and non-profit community groups, for example Kadin, and other civic-based groups.

3. Network (networking)

   Networking means gaining exposure outside the company. Personal and professional contacts, especially through professional associations, will provide contact with someone who can do better. Then if an employee's career stalls or a layoff pushes someone into the part-time bracket, then these contacts can help a person aim toward job opportunities.

4. Resignations

   If the company where an employee works does not provide many career opportunities and it turns out that outside the company there are quite large opportunities for career opportunities, to fulfill his career goals the employee will resign.

5. Loyalty to the Organization (organizational loyalty)
   At some companies, people place career loyalty above company loyalty. Low levels of corporate loyalty are common among recent college graduates (whose high expectations often lead to disillusionment with employers) and professionals (whose first loyalties often go to the profession).
6. Mentors and Sponsors (mentors and sponsors)
   Many employees quickly learn that mentors can help them develop their careers. Supervisors are people who provide advice or suggestions to employees in an effort to develop their careers. The mentor comes from the company itself. While the sponsor is someone in the company who can create opportunities for employees to develop their careers.
7. Subordinates Who Have Key Roles (key subordinates)
   Successful managers rely on subordinates to assist their performance. Subordinates may have highly specialized knowledge and skills that managers can learn from, or subordinates may play a key role in assisting the manager in carrying out his duties.
8. Opportunities to Grow (growth opportunities)
   Employees should be given the opportunity to improve their abilities, for example through training, courses, and also continue their education. This provides opportunities for employees to grow and develop according to their careers. Besides that, groups outside the company can help a person's career.
9. International Experience
   For people approaching operational or senior staff positions, international experience is an important growth opportunity. Perhaps, international experience is one of the prerequisites for occupying several positions in the company.

7.3. Compilation of Applicative Work Development Programs

By paying attention to the understanding and importance of career development above, within the organization/company, career development programs must always be developed and prepared for its employees. For individual workers, it is expected that career development will be able to improve the quality of life from time to time, while for companies the expected benefits are guaranteed quality human resources and their optimal utilization to realize company goals.

In this regard, Edwin B. Flippo, quoted by Bambang Wahyudi (2002: 163), states that there are 3 (three) elements that must be considered in the steps of preparing a career development program, namely:

1. Assessing Career Needs (career need assessment)

   A career for a person is a very important and very personal element in his life. Everyone should have the opportunity and have the ability to plan their own development. Likewise, with the workforce in an organization. In preparing a career development program, assessing individual career needs is the first element to be said first, because it is this element that will actually affect the realization of the main objective of this career development program, namely to maintain existing human resources so that they have the will to work in organization with high intensity.

2. Career Opportunities

   a) After the workforce is encouraged to determine their career needs, it is only natural if followed by the responsibility to describe the career opportunities that exist within the organization concerned. This information is very important not only for workers who are already in the organization but also for prospective workers.

   b) With information about the career opportunities that exist in the organization, every worker and prospective worker knows clearly the various possible positions they can occupy. Workers also need to know the types of jobs available, both now and in the future.

3. Adjustment of Career Needs and Opportunities (need opportunity alignment)
   a) If the two elements above that are available have been determined, then what must be done is to make adjustments between the two interests. In practice, these adjustments can be made with the help of a workforce transfer program or a workforce development and training program.
   b) By paying attention to the three basic elements in the steps of preparing a career development plan, then a career path plan is prepared which includes several aspects, such as goals, strategies for achieving goals, evaluating the progress of implementation, and corrective actions that need to be taken.

CHAPTER 8
EMPLOYMENT EVALUATION AND COMPENSATION: Theory and Practical

8.1. Definition of Job Evaluation

A systematic and orderly process in determining the value of a position, relative to other positions in a company. The results of job evaluations are used to determine appropriate and fair pay rates among existing positions.

The steps in conducting a job evaluation are:

1) Gathering information about the position (using a questionnaire, direct interviews or observations) and then compile the information become a Job Description and Job Specifications. Step number 1 is commonly known as Job Analysis.
2) Determine the relative value of each position by studying Job Description and Job Specifications. There are known two kinds of methods to determine the value of this position, namely methods that are Non-Quantitative and Quantitative method.

Methods–Job Evaluation Methods

The methods for determining the value of a position (job) in job evaluation consist of:

1) Non-Quantitative Method:
   a. Ranking Method
   b. Classification Method (Grade/Classification Method
2) Quantitative Method:
   a. Factor Comparison Method (Factor Comparison Method)
   b. Number system method (Point System Method)

Ranking Method

This ranking method is the simplest method among other job appraisal methods, which are only suitable for small companies with a small number of positions. Evaluation of positions is carried out by a specially formed Assessment Team, which usually consists of people within the company assisted by expert consultants in this field. The basis used in determining this score is the result of Job Analysis (namely Job Description and Job Specifications). If the results of this job analysis are not available, the assessment team determines the ranking of each position based on their interpretation of the conditions of each job (covered here include the level of difficulty and volume of work, the amount of responsibility that must be borne, supervision performed/received, required training and experience and working conditions).

The following are techniques for determining rankings:

Technique I

1. The team confers to determine the highest and lowest positions (as upper limit and lower limit)
2. Other positions are then assessed and placed/ordered between the two boundaries

   This.

Technique II

1. Comparisons were made in pairs (Paired Comparison).
2. Each position is compared in pairs with all other positions.

Technique III

Each member of the assessment team makes a sequence of all positions, then the results are averaged

Technique IV

Using the organizational structure map as a reference

Or ranking techniques can be done as follows.

1) The team determines the highest and lowest positions, to assess other positions in a sequence between the lower limit and the upper limit.
2) Carry out paired comparisons, i.e.

   A > B, A > C, A > D : A – 3X (higher)

   B > D : B – 1X

   C > B : C – 2X

   C > D : D – 0X

   Thus, the resulting ranking is A–C–B–D

The advantages of the Rating Method are:

1. Simple
2. Fast
3. Cheap

Weaknesses of the Rating Method are:

1. The reason for the assessment is not clear, the result is a rough score;
2. Subjective (depending on the appraiser);
3. Difficult to do in large organizations with too many positions.

Classification Method (Grade/Classification Method)

This method is an improvement over the Rating Method. The standard description used is equivalent to the job description which determines the relative value expressed as a job classification. The more important the job classification the higher the pay. Here the assessment team begins its activities as follows:

1) Establish several classes/levels of positions
2) The team formulates the characteristics of each class/level of position in an orderly manner complete.
3) The team enters every position in the class according to the method match the characteristics of the class/level with their interpretation of the characteristics of each each position (such as level of difficulty, amount of responsibility, training and required experience and so on

Example:

Table 8.1. Determination of Employee Classification (Class)

Job Classification (Class).	**Standard Description**
I	Easy and repetitive work, minimum training requirements, relatively little responsibility and initiative, strict supervision. Example: Cleaning Service, Archive Clerk
II	Easy and repetitive work, requires training and skills, rather strict supervision. Employees are expected to have responsibility and initiative.

Job Classification (Class).	Standard Description
	Example: Clerk, Typist, Machine Cleaner
III	Easy work, little variation and general supervision. Training and skills are needed. Employees have minimal responsibility and must take initiative to do so satisfactorily Examples: Mail Expedition, Mechanic
IV	The work is rather complex with some variation and general supervision. High level of skill or expertise. Employees are responsible for equipment and safety, and regularly show initiative Example: Machine Operator I, Shareholders
V	Complex work, varied and general supervision. Advanced skill level. Employees are responsible for equipment and safety, demonstrating a high degree of initiative. Example: Specialist

The advantages of the Classification Method are:

1. Simple/easy
2. Fast
3. Cheap

Weaknesses of the Classification Method are:

1. It is difficult to determine the class/level
2. Still subjective (depending on the appraiser)
3. Difficult to do in large organizations with too many positions.

Comparison Factor Method (Factor Comparison Method)

This method has been classified into the quantitative method, because it has attempted to give a quantitative value to each position (not just rank or class/level).

The steps in determining relative values.

1. Identify and define the factors (and sub-factors, if any) of each position to be assessed

Example:

Factor	Sub-Factor
1. Education	1. Education 2. initiative 3. Experience

Factor	Sub-Factor
2. Effort	1. Physical Effort 2. Mental Effort
3. Responsibility	1. Job Responsibilities 2. Money Responsibilities 3. Material Responsibility 4. Service Responsibilities
4. Working Conditions	1. Work environment 2. Work Risk

2. Choose several positions as "Key Jobs" (Key Jobs), namely positions that:
   a) Popular (there are every company)
   b) The pay is appropriate
   c) Defined (tasks) clearly
3. The assessment team evaluates the factors and sub-factors of the key positions, and arranges them based on ranking.

	Rating of Each Factor			
Key Office	Skill	Business	Q. Answer	Working Conditions
A	1	3	1	3
B	2	2	2	2
C	3	1	3	1

4. Arrange the allocation of wage rates according to each factor in the key positions.

	Allocation Level of Each Factor			
Key Office	Skill	Business	Q. Answer	Working Conditions
A	40	30	20	10
B	25	20	15	6
C	10	10	10	2

5. Assessment of the factors (sub-factors) of other positions can be done by comparing them to the factors (sub-factors) of key positions.

Number System Method (Point System Method)

This method is the most widely used method in assessing jobs (positions) by companies, because this method is the most thorough and accurate method.

The steps used in the number system method.

1. Selecting key job factors, namely job characteristics that need to be paid by the company.
   Example:
   Good looks are not a necessary factor to be assessed or paid by companies for the position of well digger.
   Many factors are used, varying depending on the conditions of the company. For direct workers and for management level, the factors are also different. The selection of this factor is determined by the assessment team. The factors–these factors can be seen as follows.

Factor	Sub-Factor
A. Education	1. formal education 2. Courses/training 3. Experience
B. Skills	1. Physical Skills 2. Mental Skills 3. language skills 4. Analysis Skills 5. Hand Skills 6. Social Skills 7. Decision Making Skills
C. Business	1. Physical Effort 2. Mental Effort
D. Responsibility	1. Space Responsibilities 2. Equipment Responsibilities 3. Material Responsibility 4. Responsibility for Security/Occupational Safety 5. Corporate Confidential Liability
E. Working Conditions	1. Work environment 2. Work Risk

2. Develop definitions and degrees of each factor (and its sub-factors). The definitions of factors and sub-factors must be clear,

easy to understand and not have double meanings. The degree of factors must also be clearly defined and not overlapping. The number of degrees is kept to a minimum, with the condition that each position can be assessed fairly.

3. Determine the relative weight of each factor and sub-factor. Made based on an agreement between the assessment team member and the company. This weight rating is subjective.
4. Determine the numerical value for each factor/sub-factor, with the following steps.
    a) Determines the maximum value of the overall value used.
    b) Determine the value of each factor/subfactor by multiplying the factor weight by the maximum value.
    c) Determine the value for each degree
5. Calculate the value of each position

Definition of Compensation

According to Garry Desler (1996) Compensation is all forms of remuneration or rewards flowing to employees and arising from their employment. Meanwhile, according to T Hani Handoko (1995) Compensation is everything that employees receive as remuneration for their work.

Compensation is divided into two, namely direct compensation and indirect compensation or employee welfare.

Compensation is a form of payment (direct or indirect) in the form of benefits and incentives to motivate employees to increase/higher work productivity. Compensation in the form of direct financial such as salaries, wages, commissions and bonuses. And indirect compensation such as insurance, social assistance, leave money, pension money, education and others.

Compensation Management Objectives

According to Keith Davis and Werther WB (1996), in general the purpose of compensation management is to assist companies in achieving strategic goals and ensure internal and external fairness. External equity ensures that jobs are fairly compensated by comparing equal jobs in the labor market. Sometimes these goals can conflict and trades off must occur. For example, to retain employees and ensure fairness, wage and salary analysis recommends paying equal amounts for equal work. However, companies may attract qualified workers with higher wages, so trades off between recruitment goals and the consistency of compensation management goals occur.

Some of the principles applied in compensation management include:

1. There is a sense of fairness and equal distribution of income within the company
2. Each job is assessed through job and performance evaluation
3. The rupiah value in the payroll system is able to compete with similar labor market prices
4. Consider the company's finances
5. The new payroll system is able to distinguish people who are performing well and who are not in the same class
6. The new payroll system must be linked to employee performance appraisal

The objectives of effective compensation management include the following:

1. Obtain qualified personnel
   High enough compensation is needed to attract applicants. Pay levels must be responsive to labor market supply and demand as employers compete for the expected employees
2. Retain existing employees
   Employees will leave if they receive uncompetitive pay and consequently will lead to higher employee turnover
3. Guarantee fairness
   Compensation management strives for internal and external fairness. Internal fairness requires that pay be tied to the relative worth of jobs so that equal jobs are paid at the same rate. External fairness means that pay to workers is comparable to other companies in the labor market

4. Reward for desired behavior
   Payment should reinforce desired behavior and act as an incentive for improved future behavior.
5. Control costs
   A rational compensation system helps companies find and retain employees at a reasonable cost.
6. Follow the rule of law
   A healthy salary and wage system takes into account legal factors issued by the government and ensures the fulfillment of employee needs
7. Facilitate understanding
   The compensation management system should be easily understood by Human Resources specialists, operations managers and employees
8. Improve administrative efficiency
   Wages and payroll programs should be designed to be managed efficiently, creating an optimal HR information system.

The purpose of compensation management above is not as a rule, but only as a guide. So to fulfill these objectives, there are three phases in compensation management, namely:

1. *Job Identification and Study Phase*, namely Evaluating each job using job analysis information to ensure internal fairness based on the relative worth of employees
2. *Internal Justice Phases*, namely conducting wage and salary surveys to determine external injustice based on wages in the labor market.
3. *External Justice Phase*, i.e., valuing the price of each job to determine wages (pay) based on internal and external fairness

Types of Compensation

Types of compensation can be divided into two forms, namely:

1. Compensation in financial form
   Financial compensation is divided into two parts, namely financial compensation paid directly such as salaries, wages, commissions

and bonuses. Financial compensation provided indirectly, such as health benefits, pension benefits, holiday allowances, housing allowances, education allowances and so on

2. Compensation in the form of non-financial
   Non-financial compensation is divided into two types, namely those related to work and those related to the work environment. Work-related, for example healthy company policies, suitable work (interesting, challenging), opportunities to be promoted, getting a position as a status symbol. While non-financial compensation related to the work environment, such as being placed in a conducive work environment, good work facilities and so on.

8.2. Factors Affecting Compensation

Various factors affect the level of compensation, namely:

1. Labor Supply and Demand
   Although economic law cannot be used absolutely in labor, it cannot be denied that the law of supply and demand still influences jobs that require high skills, and the number of workers is scarce. So wages will tend to be high while for positions that have an abundant supply of wages tends to decrease.
2. Labor Organization
   Whether or not labor organizations exist, and whether or not labor organizations are strong will also influence the level of compensation. The existence of a strong labor union, which means the position of "bargaining" employees is also strong. So it will increase the level of compensation, and vice versa.
3. Ability to Pay
   Even though employees, in this case labor unions, demand a high level of compensation, the realization of compensation will depend on the company's ability to pay. The high level of compensation will increase the level of production costs, and ultimately result in losses for the company, so it is clear that the company will not be able to meet employee facilities.

4. Productivity

   Compensation is actually a reward for employee performance. The higher the employee's performance, the greater the compensation that the employee will receive. This achievement is usually expressed as productivity. Only problem is there is no agreement in calculating the level of productivity.

5. Cost of living

   Another factor that affects the level of compensation is the cost of living. In big cities where the cost of living is high, the level of compensation is high. However, the cost of living is the "compensation limit" of the employees.

6. Government

   The government with its regulations also affects the level of compensation. The regulation on minimum compensation is the lower limit on the level of compensation to be paid.

CHAPTER 9
INCENTIVES AND BENEFITS

9.1. Definition of Incentives

The needs of employees as individuals can be material and non-material, the problem of these needs can be a driver for humans to work or can cause employees to be more enthusiastic in doing work by expecting to get rewards from the company where they work to meet their needs. One of the rewards that companies usually provide is incentives. The needs of employees as individuals can be material and non-material, the problem of these needs can be a driver for humans to work or can cause employees to be more enthusiastic in doing work by expecting to get rewards from the company where they work to meet their needs. One of the rewards that companies usually provide is incentives. Incentives are one of the awards associated with work performance. The higher the work performance, the higher the incentives given. Providing incentives is beneficial for both companies and employees. If the incentives received are not related to work performance, but are personal, then they will feel injustice and this injustice causes dissatisfaction which can ultimately affect behavior. Such as absenteeism and decreased work performance.

Some opinions of experts regarding the meaning of incentives, namely:

According to Mangkunegara (2004; 89) Incentives are awards based on high work performance which is a sense of recognition from the organization for employee performance and contribution to the organization.

According to Matoyo (2000; 135-136) Incentives are additional wages (bonuses) due to excess achievements that distinguish them from others, which are intended to increase employee productivity and maintain outstanding employees to remain in the organization.

According to Panggabean (2004; 88) Incentives are compensation that links salary to productivity, incentives are rewards in the form of money based on those who can work through predetermined standards.

Of the three definitions of the experts above, there are similarities, it can be concluded that incentives are awards in the form of money given by an organization or company to its employees on the basis of high work performance or to employees who work beyond predetermined standards. Incentives are intended to be able to increase employee productivity and retain outstanding employees to remain in the organization or company.

Purpose of Giving Incentives

Incentives have specific objectives, namely:

1. To give awards to employees who have excelled
2. To provide responsibility and encouragement to employees
3. To guarantee that employees will exert their efforts to achieve organizational or company goals.
4. To measure the efforts of employees through their performance
5. To increase the work productivity of individuals and groups

Types of Incentives

Basically, giving incentives is to improve performance in individuals and groups.

1. Individual Incentives
   Individual incentives are incentives given to employees in return for individual effort and performance. Individual plans or programs aim to provide additional income in addition to base salary for individuals who can achieve certain performance standards. Individual incentive plans can be in the form of piece-rate plans and direct hourly-rate plans. In the piece rate plan for each unit of goods produced, how much must be paid in advance. Because individual incentive payments are often difficult to do, because to produce a product requires cooperation or dependence on others.
2. Group Incentives
   Group incentives are profit-sharing programs where group members who meet certain requirements share results as measured by expected performance. This profit-sharing program focuses on improving quality, reducing labor costs and other measurable

results. Individual incentive payments are often difficult to make because to produce a product requires cooperation or dependence from one person to another. Therefore, incentives will be given to work groups if their performance exceeds the standards set. Then the members are paid using three ways, namely:

a) All members receive the same payment as the one with the highest performance.
b) All group members receive the same payment as the lowest performing employee
c) All members receive a payment equal to the average payment received by the group.

Factors Affecting Incentives

Several factors influence success in incentive management, namely:

1. Clearly defined and well communicated goals.
2. Realistic communication to succeed
3. Knowledge of the value created if it reaches these goals.
4. An idea about the value achievement that the company wants to share with employees.
5. Feedback system that prevents unpleasant surprises
6. Agreement on how to calculate incentives and determine when the incentives will be paid.

Characteristics of Incentive Plans

Incentive compensation will be received by members of the organization if profit realization, production volume, sales volume or sales results are above the budget. Another difference between incentives and salaries and benefits is in the division of the amount that will be received by managers and employees.

Incentive plans can be divided into two, namely: (1) short-term incentive plans and (2) long-term incentive compensation plans.

Short Term Incentive Plan

The formula that can be used to arrive at the total amount of bonuses payable to a qualifying group of employees in a given year, is called a "bonus pool". The method of determining the "bonus pool" can be described as follows:

1. The simplest method is to create a bonus formula by specifying a certain percentage of profits.

Bonus funds = X % x Net profit

   The bonus method is based on a certain percentage of profits after a minimum level of earnings per share (EPS) is reached.

Bonus funds = X % x (Net profit – Minimum Total EPS)

   This method does not take into account the increase in reinvested profits. In order for this method to remain relevant, the minimum earnings per share (EPS) must be adjusted for subsequent years by increasing the minimum EPS figure by a certain percentage of the increase in retained earnings.

2. Another method that relates profits to the capital used. Capital in this case is shareholder wealth plus long-term debt. The bonus in this case is equal to the percentage of profit before tax and interest on long-term debt minus the capital charge on total shareholder wealth plus long-term debt.

   Companies using this method are based on the premise that management performance should be based on the use of net assets that generate profits, and because the proportion of long-term debt to capital is determined by financial policy, this proportion should not affect the assessment of operational performance.

3. Another method used is the same as the 3rd method, but the meaning of capital in this case is the same as shareholder wealth.

The difficulty of the third and fourth methods is that if you experience a loss in one year, it will reduce shareholder wealth, on the contrary, it will increase the bonus that must be paid in a profitable year.

4. Bonuses are based on the increase in profitability of a year compared to the previous year.
5. Bonuses are based on the ability to earn relative company profits compared to the ability to earn industry profits. Finding comparable industry data can be difficult, because only a few companies have the same mix of products and accounting systems. As a result, this method can provide high bonuses in mediocre years because one or more of the competing industry components is having the worst year.

Carryovers

It is a short-term incentive plan, which is arranged so that each year the bonus is divided, and the bonus distributed does not depend on the amount of profit. For example, giving the 13th salary.

The advantages of this method are:

1. Flexible, that is, the awarding of bonuses is not determined automatically by the formula and is influenced by the judgment of the board of commissioners.
2. Reduce the notion that bonuses are based on a certain formula. The disadvantage is that it does not directly reflect the actual current performance.

Deferred Compensation

The bonus amount is calculated annually, payments can be made several times during a certain period.

Example: bonus that is distributed several times within a period of 5 years (every year gets 20%)

Year	Bonus Year 1	Bonus Year 2	Bonus Year 3	Bonus Year 4	Bonus Year 5	Bonus Year 6
1	20%					
2	20%	20%				
3	20%	20%	20%			
4	20%	20%	20%	20%		
5	20%	20%	20%	20%	20%	
6		20%	20%	20%	20%	**20%**
7			20%	20%	20%	**20%**
8				20%	20%	**20%**
9					20%	**20%**
10						**20%**

The advantages of a bonus payment system like this are:

1. Managers can estimate with reasonable accuracy their cash income for the coming year.
2. Delayed payments flatten the manager's cash receipts, due to the effects of cyclic fluctuations.
3. A manager who quits will continue to receive payments for several years.
4. Delaying payment times will encourage further thought to make the right decision.

The drawback is that the bonus that is the right of the manager is not fully received in the year the bonus is generated. This will result in a lack of motivation directly from incentives, because bonuses are not directly related to profit or performance.

Long Term Incentive Plan

Long-term incentive compensation is linked to the value or price of shares in the capital market. The fundamental reason for implementing this plan is that growth in the value of the company's share capital indicates the company's long-term performance. There are several types of plans, namely:

1. *Stock Options*, namely the right to purchase a number of shares at an agreed price when the option is exercised (usually the market price or 95% of the current market price) for a certain period in the future.

2. *Phantom Stock*, that is, rewarding managers with a number of shares on an accounting basis only.
3. *Stock Appreciation Rights*, i.e., the right to receive cash payments based on the increase in the value of rhyme shares at the time of gift giving up to a predetermined period in the future.
4. *Performance Shares*, namely awarding a certain number of shares to managers when long-term goals have been achieved.
5. *Performance Units*. Rewards for performance, namely receiving bonuses in the form of cash for achieving certain long-term targets.

Incentives for Corporate Officers

Every head of the company, except the chief executive officer, is responsible, even if partially, for the company's overall performance. Such leaders are assessed and motivated on the basis of bonuses for good performance. Although the performance part they produce cannot be measured. To encourage the desired motivation, top management usually bases calculations on the performance of each person.

9.2. CEO Incentives (Chief Executive Officer) Practical Approach

Compensation for the CEO is usually discussed by the compensation committee of the board of directors after the CEO presents compensation recommendations for his subordinates. From this presentation, the CEO's basic attitude regarding the desire for a certain percentage of the incentive compensation given can be seen later. Under normal circumstances the committee simply applies the same percentage to CEO compensation. However, committees usually mark different CEO performance by deciding whether to give a higher or lower percentage.

Incentives for Business Unit Managers

Several forms of choice in the development of incentive compensation packages for business unit managers are as follows:

1. Incentive Type
   a. Financial awards
      1) Salary increase
      2) Bonus

3) Well-being
4) Additional income

b. Social appreciation and psychology
1) Possibility of promotion
2) Giving responsibility
3) Granting autonomy
4) Putting into better territory
5) Confession

2. Relative Size of Bonus Against Salary
   a. Upper Cutoffs are achievement levels at which the maximum bonus can be achieved
   b. Lower Cutoffs are the lower tiers where no bonuses are awarded.
3. Base Bonus
   a. Business unit profit
   b. Corporate profits
   c. Combination of business unit and company profits
4. Performance Criteria

a. Financial criteria
1) Margin contribution
2) Direct profits of business units
3) Profitable business unit that can be controlled
4) Profit before tax
5) Net profit
6) Return on Investment
7) Residual Income

b. time period
1) Annual financial performance
2) Financial performance several years

c. Financial criteria
1) Sales growth
2) Market share
3) Consumer satisfaction
4) Quality
5) New product development

6) Personal development
7) Public responsibility

d. The weight of the tasks assigned according to financial and non-financial criteria

e. Comparison measurement
1) Profit budget
2) Past performance
3) Competitor performance

5. Bonus Determination Approach
a. On the basis of formulas
b. Subjective
c. Combination on the basis of a formula or subjective

6. Bonus Payment Forms
a. Cash
b. Share
c. Stock options
d. Phantom stock
e. Performance shares

CHAPTER 10
INDUSTRIALIZATION RELATIONSHIP WITH OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

10.1. Definition of Occupational Health and Safety

Occupational health is a condition that is free from physical and psychological disturbances caused by the work environment. Health risks can occur due to factors in the work environment that work beyond the specified time period and environments that cause stress or physical disturbance. While work safety is a condition that is safe or safe from suffering and damage or loss in the workplace in the form of the use of machinery, equipment, materials and processing processes, work floors and work environment, and work methods. Safety risks can occur due to aspects of the work environment that can cause fire, electric shock, cuts, bruises, sprains, broken bones, as well as damage to limbs, vision and hearing. (Megginson in Mangkunegara,

Occupational safety is safety related to human work activities both in the manufacturing industry, which involves machinery, equipment, material handling, steam engines, pressure vessels, work tools, materials and their processing, the foundation of the workplace and its environment and ways of doing work. as well as the service industry, which involves high-tech equipment, such as elevators, escalators, building cleaning equipment, transportation facilities, and others.

In the opinion of Dr. Sumakmur P.K. (1996; 1): Occupational safety is safety related to machinery, work tools, materials and their processing, the foundation of the workplace and its environment and ways of doing work. Occupational health is a specialization in health/medical sciences practice which aims to ensure that workers/community obtain health degree as high as possible physically, mentally and socially, with preventive efforts and quantitively, against diseases or health problems which caused by factors of work and work environment and against common ailments.

Occupational Health and Safety Management

In a lively free market with various competitions, the implementation of K3 management is very important to be carried out properly and directed. The process of industrialization is an 'absolute requirement' for developing this country. Experience in other countries shows that the growth trend of the occupational safety and health system is through phases, namely the welfare phase, the work productivity phase, and the industrial toxicology phase.

Currently, K3 as well as aspects regarding labor regulation, are in the 'welfare' phase, especially workers in general. Maybe after achieving stability, politics, law and the economy, we can start to step into the work productivity phase. While the industrial toxicology phase, sooner or later it will be achieved depends on the ability to develop the industry in general.

Employees of a company are expected to always be in a state of health and high work productivity, so they need a favorable balance of workload factors and additional burdens resulting from the work environment and work capacity. In this context the factors that cause work accidents, both from the aspect of work-related diseases and work accidents are influenced by several factors, namely:

1. Physical factors, which include lighting, air temperature, humidity, air velocity, sound, mechanical vibration, radiation, air pressure and others.
2. Chemical Factors, namely in the form of gas, vapor, dust, fog, smoke, clouds, liquids and solid objects.
3. Biological factors, both from animals and plants
4. Physiological factors, such as machine construction, attitude and way of working
5. Material Factors–Psychological, namely work arrangements, relations between workers or with employers, work maintenance and so on.

Occupational Health and Safety Management Objectives

Occupational Health and Safety (K3), which is included in a corporate hygiene and occupational health (*hyperkes*) container, is sometimes forgotten by employers. In fact, K3 has the main goal of advancing and developing the industrialization process, especially in realizing the welfare of the workers.

The objectives of the OSH Management System are:

1. As a tool to achieve the highest degree of health of the workforce, both workers, farmers, fishermen, civil servants, or casual workers.
2. As an effort to prevent accidents and eradicate occupational diseases and accidents, maintain and improve the health and nutrition of the workforce, maintain and increase the efficiency and productivity of human labor, eradicate fatigue and multiply human passion and enjoyment.

Furthermore, this system provides protection for the community around a company to avoid the dangers of contaminating the materials of the industrialization process concerned, and protection for the general public from the hazards that may be caused by industrial products.

Occupational Health and Safety Management System Process

The implementation of OSH in the company is very dependent on the sense of responsibility of management and workforce towards their respective duties and responsibilities as well as cooperation in implementing OSH. The OHS management process includes the implementation of management functions in the OHS sector, namely the functions of planning, implementation and supervision.

The planning function is one of the management functions that needs attention, because from good planning it can be expected that other management functions will be implemented properly, because all management functions are related to one another. The implementation of K3 activities becomes less focused if there is no good planning. Likewise, the supervisory function will run well if the planning is good. Good supervision has started at the planning stage. Likewise, with an OSH program, it must start with a good plan, aimed at achieving predetermined targets.

The K3 management process is like the management process in general, namely the implementation of various management functions (planning, implementing and controlling). The planning function includes forecasting followed by setting goals and targets to be achieved, analyzing data, facts and information, formulating problems and compiling programs. The next function is the implementation function which includes organizing, staffing, funding and program implementation. The last function is the supervisory function which includes monitoring and evaluating the results of activities and control. Although theoretically planning, implementation and monitoring are separated, actually these three things are a continuous and interrelated process.

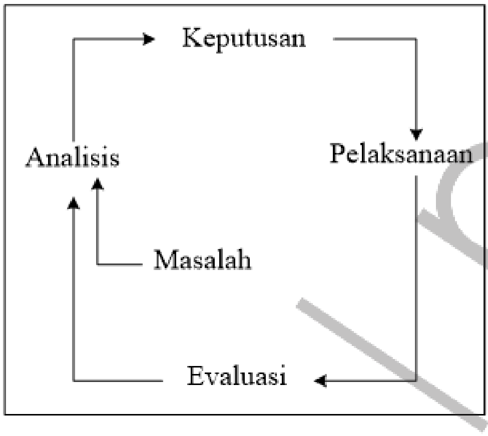


Figure 10.1. Management Cycle

K3 management is not an independent management, but part of the overall company management. Therefore, the formulation of the problems faced is to solve obstacles in the field of occupational safety and health, thereby encouraging the success of the company. In essence the management process is a continuous process, starting from planning, implementation followed by supervision.

Efforts to increase efficiency through K3 efforts need to get management attention, because it is closely related to production. Various weaknesses in the K3 system quickly provide an overview of weaknesses in the production system. Attention to K3 will directly affect the operating system and company profits.

The aim of implementing the K3 program is a safe and healthy workplace. For this reason, all problems that hinder the achievement of goals must be identified, evaluated, their basic causes sought, and then the best solution is sought.

Steps to Implement the K3 Management System

To make it easier to implement the standard Occupational Health and Safety (K3) Management system, the following describes the stages and steps.

1. Preparation phase

   Is the initial stage and step that must be done by an organization or company. This step involves layers of management and a number of personnel, from stating a commitment to establishing the necessary resources. The preparation stage includes:

   a) Top management commitment
   b) Define scope
   c) Define how to apply
   d) Form an application group
   e) Determine the required resources

2. Development and Implementation Stage

   This stage contains steps that must be carried out by an organization or company by involving many personnel, starting from conducting counseling and carrying out internal audits and corrective actions to carrying out certification. The steps are as follows:

   a) Declare commitment
   b) Define how to apply
   c) Establish an implementation working group
   d) Define the required resources
   e) Counseling activities
   f) system review
   g) Arrangement of activity schedules
   h) K3 management development
   i) System implementation
   j) Process specifications

3. Benefits of Implementing a K3 Management System
   The benefits of implementing an occupational safety and health (K3) management system are as follows:
   a) Employee Protection
   b) Demonstrate Compliance with Regulations and Laws
   c) Reduce Costs
   d) Creating an Effective Management System
   e) Increasing Customer Trust and Satisfaction
4. The Importance of K3 Management in Industry
   Corporate social responsibility (CSR) in companies should cover environmental, health and comfort aspects so that they can pass on decent living conditions for future generations of young people who work in these companies or for workers/employees who are currently working.

By carrying out stake holder and community empowerment, maximum work comfort is achieved. But in reality, the level of occupational health and safety (K3) in companies in Indonesia is currently still relatively low. Where K3 has the main objective in efforts to advance and develop the industrialization process, especially in realizing the welfare and safety of the workforce.

The objectives of Occupational Health and Safety Management (K3), include:

1. To achieve the highest degree of health and safety of workers
2. As an effort to prevent and eradicate occupational diseases and accidents
3. Maintenance, improvement of health and nutrition of the workforce
4. Maintenance and increase the efficiency and productivity of human resources
5. Eradication of work fatigue and multiplier the excitement and enjoyment of work.
6. In addition, it can also provide protection for the community around a company to avoid the dangers of waste materials from the industrialization process concerned.

7. Protection of the general public from hazards that may be caused by industrial products.

In order for workers to be assured of their health and safety at work, it is necessary to have a favorable balance of workload factors, additional burdens due to the work environment and work capacity. The burden may be a physical or mental burden.

Factors that cause work accidents, both in terms of occupational diseases and work accidents, are influenced by several factors, including:

1. Physical factors, which include lighting, air temperature, humidity, air velocity, sound, mechanical vibration, radiation, air pressure, and others.
2. Chemical factors, namely in the form of gas, vapor, dust, fog, fume, clouds, liquids, and solid objects; Biological factors, both from animals and plants.
3. Physiological factors, such as machine construction, attitude, and way of working.
4. Mental-psychological factors, namely work arrangements, relations between workers or with employers, work maintenance, and so on.
   These factors can certainly interfere with the 'power of work' of a laborer, for example; lighting that is not sufficiently intense will usually affect eye fatigue. Then noise and noise also affect memory, including concentration of mind. The result is psychological fatigue, which can even cause deafness.

A bad workplace health environment can reduce the degree of health and also work performance. Thus, it is very necessary to have control efforts to be able to prevent, reduce and even suppress the occurrence of it.

Disturbances to health and work performance due to various factors in work can be avoided. As long as workers and company managers have the will to anticipate work accidents. Of course, legislation will not be of any use, especially if the company or industry leaders do not implement the statutory provisions.

10.2. Labor Welfare

In principle, the main capital in an effort to improve the welfare of the workers lies not only in the level of income (wages) provided by the company. However, other factors play an important role, namely the attention of employers regarding health problems and the guarantee of work safety.

Physical and spiritual fitness is a supporting factor to increase one's productivity at work. This freshness starts from the moment you enter work and continues to be maintained during work, even after you stop working. Physical and spiritual fitness not only reflect physical and mental health, but also illustrate the harmony of a person's adjustment to his work, which is strongly influenced by the ability, experience, education and knowledge he has. work productivity. Nutritious and healthy food for heavy workers is like an engine for motorized vehicles. Workload that is too heavy is often accompanied by weight loss. Humans and workload as well as factors in the work environment are an inseparable unit. Such a unit is called a dynamic balance wheel. If this balance is unfavorable, an unstable condition will occur and cause health problems, even illness, disability, and death.

To prevent problems with health and work performance, there are several efforts that can be made so that workers remain productive and get guarantees for work safety protection, namely; (1) Health check before work. Then a medical examination of the prospective worker to find out whether the candidate is compatible with the job that will be given to him, both physically and mentally; (2) Periodic/repeated health checks, namely for evaluation. Whether the causal factors have caused disturbances or abnormalities to the worker's body or not; (3) Continuous education about health and safety for workers. It is important that they remain vigilant in carrying out their work. (4) Lighting before work, so that they know and obey the regulations, and be more careful; (5) Protective clothing, for example; masks, glasses, gloves, shoes, clothing caps, and so on; (6) Isolation, namely isolating operations or processes within a company that are dangerous, for example isolating machines that are very loud so they don't become a nuisance. Another example is the isolation of mixing gasoline with tetra-ethyl-lead; (7) Local exhauster, is a device for sucking air in a certain work place, so that materials from that place are sucked in and flowed out. (8) Substitution, namely replacing a more dangerous material with a less dangerous or not at all dangerous material, for example Carbontetrachlorida is replaced with trichlor ethylene. (9) General ventilation, namely flowing as much air according to the calculation into the work space. it aims,

With these various steps, it is hoped that the health and safety of workers will be guaranteed, and work accidents can be avoided. This is actually the main capital of the welfare of the workers.

One reason this can happen is the low awareness of workers and employers in implementing K3 (stipulated in Law Number 1 of 1970). The existence of laws governing regional autonomy can also create new problems in terms of OSH enforcement, namely the central government cannot intervene in OSH enforcement in districts/cities, even though OSH standards must apply equally in any region in Indonesia. Another thing that causes the K3 rate in Indonesia to be very high is the lack of understanding by employers or workers in risk management. Risk in work can be seen from the source of the risk, the chance of the risk occurring and the resulting consequences. Sources of risk can come from human factors, equipment, processes and the work environment. All of this should be recorded and calculated in the budget so that the opportunity and magnitude of OHS occurrence can be measured. In addition to these factors, OSH can also occur because employers prefer to provide death benefits for their workers/employees rather than buying work safety equipment.

Therefore, K3 audit should be carried out in a comprehensive manner, both on technical and non-technical aspects. If the K3 audit is not carried out thoroughly, K3 will still occur.

10.3. Things Industrial Social Workers Do

Industrial social workers understand what factors cause OSH to occur and help workers/employees and their families to be able to accept and be able to deal with the consequences of the risks posed by OSH, for example: seeking social security, making changes in the workplace etc. Industrial social workers carry out assessment, research and supervision of the workplace, environmental risks including environmental modification techniques. Industrial social workers provide support interventions for the impact of unresolved legal cases on social and economic life.

Industrial social workers strive for changes in policies and quality of service for workers/employees in companies. Industrial social workers should combine knowledge and skills regarding social, economic and political factors that affect employment organizations and their impact on the OSH of workers/employees and their families. Industrial social workers as defenders who help expand access to services that workers/employees must receive.

CHAPTER 11
HUMAN RESOURCES INFORMATION SYSTEM

11.1. Definition of Human Resource Information System

Human resource management is a process of dealing with various problems within the scope of employees, clerks, laborers, managers and other workers to be able to support the activities of an organization or company in order to achieve predetermined goals. The part or unit that usually takes care of HR is the human resources department or in English it is called the HRD or human resource department.

According to the Wikipedia Encyclopedia, HR Information Systems are a form of intersection or meeting between the fields of human resource management (HRM) and information technology. The Human Resources Information System itself is a systematic procedure for collecting, storing, maintaining, withdrawing and validating the data required by a company to have the ability to obtain the information needed or the choice of many people more related to new HR planning activities.

Meanwhile, the management information system is built to support the running processes within the organization, which includes planning, organizing and controlling processes. Accurately management information system must be able to provide information about the real condition of the organization. One part of an important management information system is the Human Resource Information System (SISDM), because human resources are a very valuable asset for an organization.

The Human Resource Information System provides information to all company managers relating to the company's human resources. HRIS as an organizational unit consisting of personnel who process human resource data using computer and non-computer technology. Each company has a system for collecting and maintaining data describing human resources, converting the data into information, and reporting that information to users. This system is called a human resource management system (human resource information system) or HRIS.

The Human Resource Information System (SISDM/HRIS) is a form of intersection/meeting between the fields of human resource management (HRM) and information technology. This system combines HRM as a discipline that primarily applies information technology to HRM activities such as planning, and compiles a data processing system in a series of steps that are standardized and summarized in enterprise resource planning (ERP) applications).

Overall, the ERP system aims to integrate information obtained from different applications into a database system that is universal. The linkage of the financial calculation module and the HRM module through the same database is a very important thing that distinguishes it from other forms of applications that have been made before, making this application more flexible but also more rigid with its rules.

Human Resources Function

The human resources function has four main activities:

1. Recruitment and Hiring. HR helps bring new employees into the company by placing job advertisements in newspapers, etc. HR keeps abreast of the latest developments in government regulations affecting employment practices and advises management on appropriate policies.
2. Education and training. During the period of employment, HR can organize various education and training programs needed to increase employee knowledge and work skills.
3. Data Management. SDM maintains a database related to employees, and processes this data to meet the information needs of users.
4. Termination and Administration of Benefits. As long as someone is employed by the company, they receive benefits packages such as, hospital, dentist insurance, and profit sharing which are increasingly difficult to administer

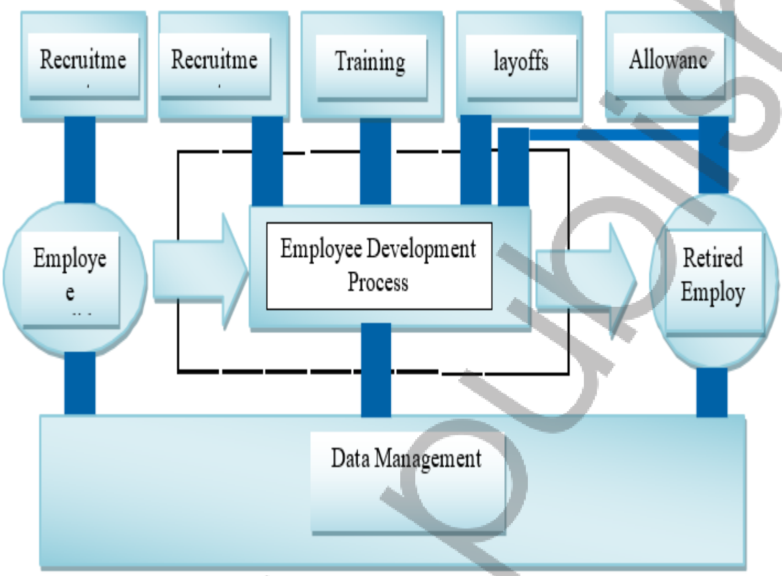


Figure 11.1 Human Resources Function Facilitates the Flow of Personnel Resources

Human Resource Information System is a computer application program containing a program (system) on Human Resource management that can help the company achieve its goals, because this application program can process data quickly and accurately as well.

The Human Resources Information System forms a vehicle for collecting, summarizing and analyzing data that is closely related to Human Resources. The resources related to HR functions are numerous. For example, a Human Resource assessment involves keeping records of employees throughout the organization. SISDM (Human Resource Information System) is a Client Server data base application (network based) while some of the data processed includes:

1) HR Data
   - ❑ Biography
   - ❑ Family
   - ❑ Work
   - ❑ Paid leave
   - ❑ Education

- ❑ Skill
- ❑ Language
- ❑ Talent
- ❑ Course
- ❑ Interest
- ❑ Training Value

2) Mutation
- ❑ position
- ❑ Rank or class
- ❑ KGB

3) Retirement
4) Related Reports

Linkage Between SISDM with HR Activities

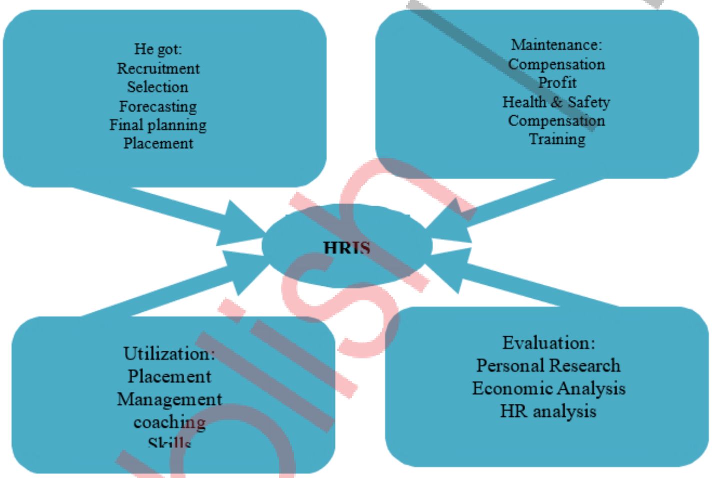


Figure 11.2. The Relationship between SISDM and HR

Benefits of Human Resource Information Systems

The Human Resource Information System is a series of processes that cover the collection of materials, summarizing, and analyzing data that are closely related to HR management and HR planning. Recruitment, selection, training and development, career management, compensation and employee relations activities also demand timely and accurate information to make decisions. The Human Resource Information System is designed to assist management in making more effective decisions.

As an HR supply assessment tool, an HR information system enables a company to store data on skill inventory and management inventory in a way that best fits HR planning needs. The specific benefits of the HR Information System are assessing the supply of HR which include:

1. Examine the capabilities of current employees to fill projected vacancies within the company
2. Highlight positions for which the incumbent is expected to be promoted, will retire or will be terminated.
3. Describe specific jobs or classes of work that have high rates of turnover, firing, absenteeism, performance and problems that exceed normal levels
4. Study the composition of age, ethnicity and gender and various occupations and job classes to ascertain whether all of them comply with applicable regulations.
5. Anticipate recruitment, selection, training and development needs in order to ensure the timely placement of qualified employees into job vacancy pools
6. Human Resource Planning to anticipate turnover–turnover and promotions–promotions
7. Compensation reports to obtain information regarding how much employees are paid, overall compensation costs, financial costs of any salary increases and compensation changes
8. Human Resources Research to conduct research on issues such as employee turnover and absenteeism or finding the most productive places to reach new candidates
9. Training needs assessment to analyze individual work and determine which employees need further training.

The process within the scope of human resources is a dynamic process following the changes that occur in a government. Where this dynamic situation will have a lot of influence on the information system technology that will be used. Therefore, what processes can be carried out by a human resource system will very much depend on the data model formed by these needs. Generally, in a staffing system, there is a form of data model, which basically includes processes related to the following:

1. Human resource planning
2. Personnel administration
3. Compensation and benefits
4. Personnel performance
5. Education and training
6. Termination of Employment/Retirement

The processes mentioned above are processes related to personnel management activities in a government. Starting from the determination of labor needs, fulfillment of these needs, until the end of the working period of an employee.

Human Resource Information System Model

The Human Resources Information System Model, known as the HRIS Model, includes three input subsystems, namely:

1. SIA (Accounting Information System)
   A system that provides personnel data relating to finance.
2. Human Resources Research
   Serves to collect data through a special research project.
   Example:
   a) Succession research (Succession Study), succession research is conducted to identify people–people in the company who are candidates for positions that will be available.
   b) Job analysis and evaluation (Jon analysis and evaluation), studying each position in an area to determine scope and identify required knowledge and skills
   c) Complaint research (grievance studies), follow up on complaints submitted by employees for various reasons.
3. Human Resources Intelligence
   Serves to collect data related to Human Resources from the corporate environment which includes:
   a) Government intelligence, the government provides data and information that helps companies comply with various labor regulations.

b) Supplier intelligence, suppliers include companies such as insurance companies, which provide employee benefits, and university graduate placement agencies and employment agencies, which serve as a source of new employees
c) Trade union intelligence, labor unions provide data and information used in arranging employment contracts between trade unions and companies.
d) Global community intelligence, the global community provides information that describes local resources, such as housing, education and recreation
e) Financial community intelligence, the financial community provides economic data and information used in personnel planning
f) Competitor intelligence, in certain industries that require very specific knowledge and expertise, such as the computer industry, there is a frequent movement of employees from one company to another.

Then from the input subsystem model it is entered into a database that has been designed by the company. The HRIS database is not only data about employees but also individuals and organizations in the environment that affect the flow of personnel

4. HRIS Database

The increasing complexity of personnel-related problems, caused by the many government regulations and the wide range of benefit options, makes storing data in computers a necessity. For computer-based HR databases, there are several alternatives in terms of content, location, management and data entry.

Several Human Resources databases based on organizational or company environment, namely:

a) Executive company database Executive search firms specialize in finding applicants for executive positions Access to the company database is limited to the company itself or recruiters from some closely networked similar company.

b) University Database, where the University provides a curriculum vitae database for recruiters as a service for graduating students or alumni looking for work
c) Employment agency database, some large employment agencies have their own database. This database is used by several agents that make up the network. Access to databases in this category is freer than access to executive databases and university databases.
d) General access database, this database is available to anyone for a fee, one of the largest is the career placement registry which has access through the Dialog information system network.
e) Corporate employee banks, where companies such as IBM, Hewlett Packard, Travelers and Wells Fargo maintain their own databases of people who can work as temporary employees. Companies use the job bank when looking for temporary replacements for sick, furloughed, pregnant, holiday employees and so on.

5. HR Information System Process

The Human Resource Information System process includes processes such as:

a) Database Contents, the HRIS database can contain details that explain not only employee data, but also organizations or individuals within the company environment. Employee data contains data about employees which can be in the form of employee biodata, performance and CV. While non-employee data, in this data there are organizations within the company such as employment agencies, academics and universities, trade unions and the government.
b) Database Location, usually the HRIS database is placed on the company's central computer (Server) and the HR department's computer. All components connected by Local Area Network (LAN) can access it.
c) Data Entry, data that is entered in HRIS usually comes from/enters by non-managers within HR, followed by non-managers outside HR, HR Managers and Managers outside HR.

Based on the output subsystems, the HRIS model includes six output subsystems, namely:

a) Work Planning Subsystem.
b) Recruitment Subsystem
c) Workforce Management Subsystem
d) Benefits Subsystem
e) Benefits Subsystem
f) Reporting Subsystem

The Human Resource Information System can be said to be successful, if the system can meet the following expectations:

a) System costs should be commensurate with the size and finances of the organization
b) The system must be set at the right time
c) The system must be able to be modified and expanded without having to redesign the system
d) Emphasis on planning activities must be proven/performed
e) There should be continuous feedback available to provide for the identification of new problems and opportunities.
f) Archives–data archives must be able to be integrated for cross reference between departments.
g) Critical data must be available quickly
h) Critical information such as key employees, essential skills data, promotion and performance information, as well as salary and compensation data

Based on the description above, the Human Resource Information System model can be described as the process flow below.

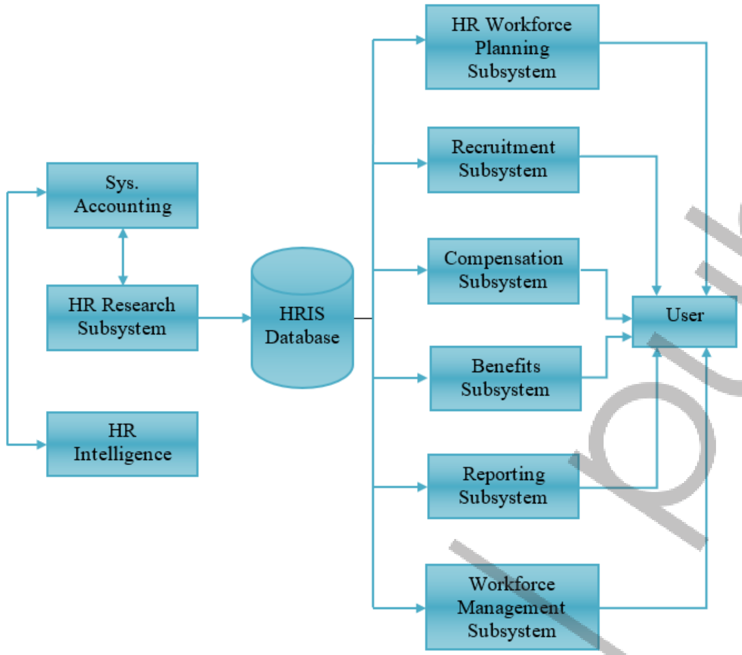


Figure 11.3. HR Information System Model

11.2. Competency Application Case in HRM System (anakpintar.net23.net)

Raymond, a Human Resources Manager at a foreign company looks seriously at the psychological examination report from his staff, Susan. She received this report from a well-known psychological consulting firm, several months ago, as part of the recruitment and selection process that was carried out for Susan. He still couldn't believe that Susan's excellent psychological examination results did not make her produce the superior performance predicted by the psychological measurement results. Raymond feels that he has provided Susan with the guidance, training and facilities she needs to be successful in her job. But the performance he expected never came from Susan. Based on this experience,

The problems faced by Raymond above are basically similar to the problems that were continuously faced by the United States Information

Agency (USIA), when conducting the selection process for prospective employees, in the early 1970s. From a study conducted by the agency, it was found that high scores obtained from the results of psychological measurements did not predict success at work. This is what prompted David C McClelland, Psychologist, motivational and "achievement" expert, to introduce a personality measurement that can recognize the attitudes and behaviors of people with very good achievements. (Lucia & Lepsinger, 1999). The approach used by David C McClelland above will later become the forerunner to the development of competency models.

The author's experience in carrying out the recruitment and selection process using a conventional approach, namely using standardized psychological measurements, shows that this approach does not always work well in predicting the success of prospective employees in their future jobs. As a result, it is possible that a candidate who is predicted to do well in his job may not necessarily show the expected performance when he is accepted as a worker, like in Susan's case above. Meanwhile, on the other hand, a candidate for employment whose psychological measurement results are mediocre does not always turn out to be a "mediocre" person, a person whose achievements are mediocre.

Raymond's problems, like those of the author, are shared by many companies. They also experience difficulties in determining the capacities possessed by prospective workers or their workers which are very necessary to achieve success in their work. The behaviors required to achieve superior performance vary from one business to another, from one role to another within the organization. Facing these difficulties, many organizations, especially large-scale companies have started using competency models to help them identify the skills, knowledge and personal characteristics that are very important, which are needed to successfully achieve superior performance.

In order to get a more complete picture of the competency models, their application and benefits for the Human Resource Management system and how to develop them within the company, the authors try to describe them in the following description.

1. **Definition**

According to the LOMA Competency Dictionary (1998), competence is defined as those personal aspects of a worker that enable him or her to achieve superior performance. These personal aspects include traits, motives, value systems, attitudes, knowledge, and skills. Competences will direct behavior. Meanwhile, behavior will produce performance.

Based on this definition, it can be concluded that not all personal aspects of a worker are competencies. Only the personal aspects that drive him to achieve superior performance are his competencies. In addition, it can also be concluded that competence will always be related to superior performance.

The competency model is defined as a set of competencies that are essential for the superior performance of a job or group of jobs. This competency model provides a map that helps a person understand the best way to achieve success at work or understand how to deal with a particular situation (LOMA, Competency Dictionary, 1998).

2. **Application**

According to the LOMA Competency Dictionary (1998) the application of the competency model to the Human Resource Management system appears in the following areas:

a) Staffing

Recruitment strategies and tests used for selection are based on the critical competencies of the job

b) Performance evaluation

Employee performance appraisal is based on the competencies associated with important targets of the organization

c) Training

The training programs are designed to bridge the gap between the competencies possessed by workers and the competencies that workers are expected to possess

d) Development

Workers are first measured to identify competency gaps; then they are guided to make development plans to cover the existing gaps

e) Rewards & Recognition
   Workers are compensated for achievements and behaviors that reflect their skill level in key competencies.

   The above is in line with the opinion of Michael Armstrong in the Handbook of Human Resources Management Practice (2001) which suggests that the application of competencies in Human Resource Management is carried out in the recruitment and selection processes, assessment centers, performance management, HR development, and compensation management.

3. Benefit

The application of competency models in companies can provide benefits in improving existing Human Resource Management systems within companies, as expressed by Lucia and Lepsinger (1999) as follows:

4. Selection

a) Provide a more complete description of the job requirements
b) Increase the probability of recruiting workers who will be successful in their jobs.
c) Minimizing investment (both time and money) in workers who may not meet company expectations.
d) Ensuring a more systematic interview process.
e) Helps distinguish competencies that can be trained and competencies that are difficult to develop.

5. Training and development

a) Enable workers to focus on the skills, knowledge, and characteristics that have the greatest impact on their effectiveness
b) Ensuring that training and development opportunities are aligned with the organization's value system and strategies
c) Maximizing the effectiveness of the time and funds used for training and development
d) Provides a framework for carrying out an ongoing process of mentoring and providing feedback

6. **Performance assessment**

a) Provide a shared understanding of the things to be monitored and measured
b) Focuses attention on and encourages discussion of performance appraisal processes
c) Focusing attention on obtaining information about the behavior of workers on the job
d) Career/succession planning
e) Describes the skills, knowledge and characteristics required by a job/role
f) Provide a method for measuring the readiness of prospective office holders for the role they will hold
g) Focusing attention from the training and development plan on competencies that candidates for office do not yet possess
h) Allows the organization to make comparisons (benchmarks) among a number of potential employees who perform very well

Competency Model Development Steps

The Competency Dictionary from LOMA (1998) describes the steps for developing competency models. These steps are:

1. Identify organizational goals that will form the basis for developing competency models

   To succeed in achieving good results in implementing the competency model, the company must have reasons that from a business perspective force the company to implement this model. The reasons that lead organizations to adopt this model need to be well identified. Thus, when this model is applied it will assist the company in achieving its goals. There are several steps that must be done in this stage, namely:

2. Define organizational strategy

   A competency model will be effective when aligned with the strategy, value system, and goals of the organization. For this reason, before making decisions related to the development of competency models, the competency model designers must conduct an in-depth study of the strategy, value system, and also the goals of the company.

a) Recognize how to apply competency models
At this step, the competency model designers must evaluate all possible uses of the competency model within the organization and determine the applications that have the greatest potential, for example for recruitment and selection processes or training and development. For the first application, it is preferable to choose a competency model application that will meet the basic needs of the organization, is easy to implement, and which can show rapid results.

b) Define the "scope" of the model
A competency model can be developed for a job, a group of jobs, a business unit or for an entire organization. Competency model designers must define the scope of competency model development within the organization. Some organizations develop a "Core Competency Model" based on organizational goals that apply to all positions or most portions of jobs and then add "Job Specific Competencies" to a small group of jobs.

Designing Plans to Create Models

At this stage, the competency model designers will take the initial steps to develop the competencies that will be included in the model that will be applied within the organization. The steps in question are as follows:

1. Determine the parties that should be involved in the model development process
It is very important to involve the right people in developing the model. In general, the people who assist in the development of the model are those who ultimately use the competency model successfully. Consider involving the following parties in the competency model development process in the company: top management, relevant managers, incumbents with outstanding achievements, HR Department staff, and competency experts.

2. Choose the right approach to identify critical competencies
   There are several approaches or methods that can be used to identify Core Competencies or Job Specific Competencies.
3. To identify core competencies, the most effective method is to hold a meeting with the top management of the company. In this meeting, especially discussed in depth the challenges faced by the organization, mission, as well as organizational goals and core competencies needed to face challenges, to achieve the mission and goals.
4. To identify job specific competencies, several methods can be used, such as: Focus Group Discussions and surveys with job experts or Behavioral Event Interviews with job holders, both those whose achievements are mediocre, as well as those whose achievements are superior.

Perform Data Collection

After determining the parties that will be involved in developing the competency model, data or information sources and data collection methods, the next step that must be taken by the competency model designers is to collect all data relating to Core Competencies (core competencies) and Job Specific Competencies. (specific competence for a particular job). The steps that must be taken in the collection are as follows:

1. Identify Core Competencies with the top management of the company
   Before starting a meeting with the top management of the company (or the people they nominate), it is better for the competency model designers to provide accurate information regarding the goals and objectives to be achieved from the meeting, and the parties facilitating the meeting. The agenda discussed at the meeting should include the following:
   a) The process that will be passed by the company's top leaders in identifying Core Competencies, how to identify job specific competencies by job experts, and the relationship between the use of Job Specific Competencies and Core Competencies.

b) Decisions about the types of positions that must have core competencies (e.g.: all jobs below the management level) and how to apply competency models (e.g.: career development, training, etc.).
c) Links between Core Competencies and organizational challenges, mission and goals
d) Consensus on a set of Core Competencies that will be applied in the company and the support needed to implement them.

2. Get to know Job Specific Competencies through job experts
   a) ***Focus Group Discussion (FGD).*** In this process extensive data or information regarding the challenges and job requirements is collected through a structured discussion process with job experts. From the results of this FGD, competencies that are clearly not critical for work can be removed earlier before being processed further. Another alternative is the emergence of additional competencies, especially technical competencies.
   b) ***Surveys.*** Based on the results of the Focus Group Discussion, a survey can be designed to be distributed to a large number of job experts. The contents of the survey are the competencies selected in the FGD. The results of the survey are then summed up and considered as perceptions by employees of the competencies required for the job being assessed.
   c) ***Behavioral Event Interview* (IDX).** The data collection process was carried out by means of in-depth interviews with a number of office holders who had average and superior performance. The purpose of this interview is to get complete information about how they handle critical situations in their work. Considering that this approach requires a considerable amount of time and costs, it should be used only when there are relatively few jobs for which competency models are to be modeled, and the organization can obtain trained interviewers.
3. Analyzing Data and Making Conclusions
   In order to analyze the data obtained from the survey, the competency model designers need to take the following steps:

4. Calculate the incoming responses from each job group for which the competency model will be made separately
5. Make the average value, minimum value, and maximum value of the level of importance and skill level required for each competency
6. Make a sequence of the level of importance and skill level required for each competency from the highest to the lowest

   Make conclusions from the results of the analysis above, in a format that can be presented to job experts, as material for study and discussion. Ensure that the conclusion includes the following:

   a) Calculate the incoming responses from each job group for which the competency model will be made separately
   b) Make the average value, minimum value, and maximum value of the level of importance and skill level required for each competency
   c) Make a sequence of the level of importance and skill level required for each competency from the highest to the lowest
   d) Discuss and Finalize the Competency Model

   At this stage the steps to be taken are as follows:

7. Presentation

   Present survey results to key decision makers within the organization. These important decision makers include the following people:

   a) The top leaders of the company
   b) HR department managers and staff who will apply this competency model
   c) Managers who will be the users of this competency model

Reach agreement on the shape of the model

The goal of this process is to reach consensus on a shared model that is applicable and supported by everyone. Any substantial differences that arise should be discussed in depth and resolved, if at all possible.

Limit the number of competencies for each model

For each model the number of competencies that should exist is between 8-10 competencies. The size of the amount will also depend on the complexity of the work. The more complex the job, generally requires more competency.**(Attachment)**

CONCLUSION

The application of competency models in the current Human Resource Management system has become a necessity that can no longer be avoided by organizations. This is based on the fact that the application of these competency models will be able to provide better added value than without the application of these models.

In order for the application of competency models within the organization to provide competitive value, the development process must be well planned and must be aligned with the mission, strategy, challenges, and goals to be achieved by the organization. In addition, in order to ensure that the application of competency models can run effectively, it is better to choose a competency model application that will meet the basic needs of the organization, is easy to implement, and can show fast results. Good luck and hopefully useful to improve the capabilities and skills of our human resources.

Competence	Required Competency Level				
	Base	**Intermediate-1**	**Intermediate-2**	**Tall**	**Very high**
Core Competency					
Communication					
Knowledge & ability to communicate effectively both verbal and non verbal	Have knowledge of effective ways of communicating, verbally and non-verbally		Have the ability to communicate effectively, both verbally and non-verbally.		Able to guide others to communicate verbally and non-verbally
Basic Knowledge About Organizations					
Ability to understand the organizational structure, the implementation of the company's business, how to obtain, the resources needed to complete the work	Understand information about the mission, goals and structure of the organization, and use it to help get work done		Have important contacts within the organization, who can provide up-to-date information regarding the mission, objectives, and organizational structure		Have in-depth knowledge of the mission, goals, and organizational structure, and can help others learn more about the organization

Competence	Required Competency Level				
	Base	Intermediate-1	Intermediate-2	Tall	Very high
Leadership Ability					
Ability to motivate and influence others to work toward common goals, help others to learn new tasks, and act as positive role models	Able to provide instructions and decisions to his staff to carry out daily tasks		Able to empower its staff to take responsibility and make decisions		Creating a work environment that provides opportunities for staff to develop themselves
Leadership Ability					
Ability to motivate and influence others to work toward common goals, help others to learn new tasks, and act as positive role models	Able to provide instructions and decisions to his staff to carry out daily tasks		Able to empower its staff to take responsibility and make decisions		Creating a work environment that provides opportunities for staff to develop themselves

Competence	Required Competency Level				
	Base	**Intermediate-1**	**Intermediate-2**	**Tall**	**Very high**
Special Competency					
Personnel Administration					
Ability to understand and implement the principles of personnel administration that apply in the company effectively	Understand and be able to carry out the principles of personnel administration, such as: recording workers' personal data, administration of attendance and leave, administration of health costs		Able to provide input regarding appropriate actions that can be taken for events that are specifically regulated or not in personnel administration procedures		Able to make policies in the field of Personnel Administration, and regularly make revisions
Recruitment and Selection					
Ability to understand and implement the principles of effective recruitment and selection	Understand and be able to carry out: the process of selecting applicant letters, interviews, and psychological measurements		Able to evaluate the recruitment and selection system that has been used so far and provide input regarding a better system		Able to make policies in the field of recruitment & selection, and regularly make revisions

CHAPTER 12
HUMAN RESOURCE
MANAGEMENT AND GLOBAL DEVELOPMENTS

12.1. Introduction

Human Resource Management or HRM is part of the management function. If management focuses on 'how to achieve common goals with others', then HRM focuses on "people" both as subjects or actors and at the same time as objects of actors. So how to manage people in an organization that is planned (planning), organized (organizing), implemented (directing) and controlled (controlling) so that the goals achieved by the organization can obtain optimal, efficient and effective results.

Interesting thing for humans as creatures that are unique compared to other creatures in this world because they have individual desires, group desires or desires in groups in a larger form (organization) to interact and cooperate which give birth to various interesting phenomena to be studied and studied in sources human power. So, it is only natural that HRM is the core management that drives the organization so that a profit-oriented organization (profit organization) or a non-profit oriented organization becomes 'alive' and dynamic according to its human character so that the organization continues to exist and has good performance. that can be enjoyed by members in the organization as well as provide benefits to the surrounding community.

Global developments directly and indirectly have an impact on organizations and the people within them. Global culture interacts with regional, national, organizational culture and organizational functions including the attitudes and behavior of individuals in it so that global changes can also be responded to and have a relationship and influence with human activities in organizations. Global developments have had a major influence on the development of HRM science because basically these changes occur to all human beings who have been in organizations.

Change is a phenomenon that cannot be avoided, but how can HR take advantage of change for the benefit of the organization and its members.

The changes that occur in the HRM environment are trends that include workforce diversity, technology, globalization, and changes in the world of positions and work (Gary Dessler, 1997, p.6). The diversity of the workforce will continue to change dramatically as the workforce of women, minority groups, and older workers enter the workforce. Technological changes will continue to shift jobs from one place to another and play a major role in increasing productivity, reducing the labor force of unskilled laborers to skilled workers, an increasingly competitive environment and a shrinking hierarchical role. Globalization is the tendency of companies/organizations to expand their sales or manufacturing to new markets abroad. As a result of the globalization process, there has been a trend in the world of work in terms of technology which eventually gave birth to the world of positions and work. We can see office devices and equipment popping up such as fax machines, photocopiers, printing machines, personal computers (PCs), internet, chatting, Facebook, laptops, hand phones, blackberries which are increasingly influencing changes in human resources within the organization.

Globalization and world trade are two currents that influence or reinforce one another, which are currently confronting the world and these two currents will get stronger in the future, in line with technological advances and an increase in per capita income and an increase in the world's population. (Tulus TH Tambunan, 2004). Economic globalization is defined as a process in which more and more countries in the world are directly involved with world economic activities or production. The process of economic globalization is a change in the world economy that is fundamental or structural in nature, and this change is getting stronger with the ongoing process of world trade. The emergence of these two currents that change the order of the world economy and trade will clearly have a very strong influence on every country, especially those implementing free trade policies or open economies. This influence is not only on production activities in the country, but also on aspects of people's daily lives.

Globalization according to Thomas I. Friedman in Hendra Halwani (2005) has three dimensions: First, the dimension of an idea or ideology, namely capitalism, including a set of other values that accompany it, namely the philosophy of individualism, democracy and human rights. Second, the economic dimension, namely the free market with a set of other value systems that must open agreements on the open flow of goods and services from one country to another. Third, the technological dimension, especially information technology, which will open national borders so that the country will become more borderless (borderless country).

The most notable trend includes the shift from the manufacturing industry to the service industry. The service industry is very fast, covering instant food services, the retail industry, consulting, education and teaching as well as the field of legal consulting services, and so on. The second fundamental change concerns the increasing role of knowledge work and human capital (human resource capital). The emphasis of specialists on the organization as stated by Peter F. Drucker is the increasing role of knowledge and human capital, namely the emphasis on knowledge, education, training, skills and human expertise at the expense of physical capital such as equipment, machines and factories physically. Brain power is increasingly dominant in HR. Organizations cannot be separated from patents, processes, management skills, information about customers and suppliers. So knowledge is intellectual capital that is increasingly needed by human resources in the future.

HRM challenges according to Mathis and Jackson (2006, p.46) are environments that affect significant changes as follows:

1. Economic and technological changes
2. Availability and quality of labor force
3. Growth in the labor force is not steady
4. Demographic issues
5. Work/family balancing
6. Organizational restructuring and mergers/acquisitions

The Future Role of Human Resources Manager

During a Global Crisis like this, the role of an HR Manager (HR Manager) determines the future of a company. The role of HR management is now no longer dominated by HR managers, because many companies are starting to implement the delegation of HR management functions to functional managers. Any activity that involves teamwork is an HR management process. Every leader automatically performs matching people to jobs, managing performance, coaching & counseling, rewarding, to firing in every task. Basically, every manager is also an HR manager because they definitely have subordinates to manage. In terms of HR concept, non-HR managers should also be able to play the role of HR manager. HR people are now geared to become business partners for the Company: HR managers will support business needs with future trends in the world of work. The HR manager will concentrate more on seeing the future development of the company in line with business needs. The HR Manager functions as a change agent who provides advice to the company regarding the steps that must be taken to achieve its goals. Tips for conditioning the change of non-HR manager as HR manager:

1. It is necessary to provide employment training for managers
2. Provision of HR modules for non-HR managers which contain: modules on motivation, discipline, recruitment, development and conflict management.
3. Providing performance management training (every year) so that the performance review process is carried out correctly.
4. Equip every Non-HR manager with training skills.
5. Providing supporting facilities in the form of a Personnel Manual which contains: employee procedures, such as treatment, medical claims, cooperatives, pensions and social security.
6. HR Audit is carried out by the HR department for each department, branch or other part of the Company to ensure that each manager meets the expected HR standards

12.2. Study of Human Resources in the TIE Field (Budi Rahardjo ITB, 2001)

In the previous section, the function of HR was briefly discussed. Besides HR, there are several factors that determine the competitiveness of a business. Other factors that influence include; markets, finance, technology, suppliers, infrastructure, and conducive environment and policies. Particularly for a technology-based economy, the human resource factor is a dominant factor.

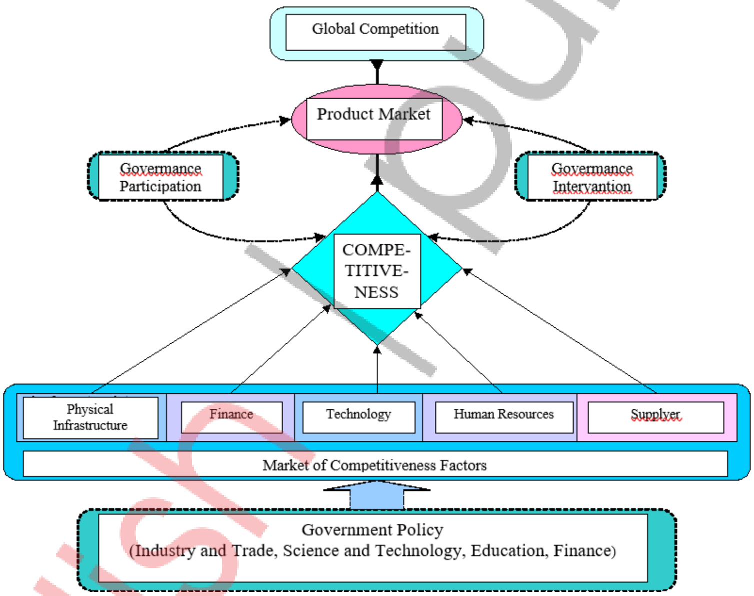


Figure 12.1. Factors that Determine Competitiveness

In this section, we will examine several issues related to HR, both at the global level and at the Indonesian level. Several initiatives that have been carried out in Indonesia will be presented. This chapter contains a portrait of TIE's HR today.

HR Problems in the World (Global) Lack of Number (Quantity) of TIE HR

The field of TIE is a new field. The Internet was only allowed to be used as a business medium in 1995. Of course, this new field has not produced many professionals in this field. For example, Taiwan as a leading country in the semiconductor industry has difficulty finding human resources for their industry[1].

To overcome this deficiency two approaches can be taken; develop their own human resources, and/or take ready-made ones. Usually both approaches are carried out at the same time.

HR development itself has several problems. The main problem is that it takes time to develop these human resources, even though the need is for now. Another problem is the limited places for good education and training for this field of TIE. Universities and educational institutions that have good facilities and teachers are hard to find. If anything, the cost is also quite high.

Picking up ready-made HR also has a number of problems. The first problem is the higher cost. If the needs are not obtained from within the country, workers are forced to be imported from abroad. This can lead to other problems such as SARA issues, cultural differences, and other immigration issues. For example, a graduate of an Indian high school who has high technical skills (e.g., having a Cisco Certified Network Engineer certificate) wants to work in Indonesia. Is it permissible? From an immigration point of view, this worker is seen as an unskilled worker, so there is a possibility that he will be rejected. While someone who has a master's or doctoral degree is likely to be accepted even though his technical abilities are lower than those high school graduates. Bringing in foreign workers seems to be difficult to stop with globalization, such as AFTA which is near.

Even taking ready-made human resources still requires an educational place because sooner or later these human resources will be retrained with newer technology. So a place of education will still be needed.

[1]Harry Mauer (eds.), "Where High-Tech Talent is Scarce," column "Spotlight on Taiwan," in Business Week Asian Edition magazine, p. 5, 18 June 2001.

Brain Drain vs. Brain Reserve

This shortage of human resources has led to the transfer of human resources from places that produce a lot of TIE human resources (for example, India) to places where they are needed (for example, Silicon Valley, United States of America). It's even humorous to say that Silicon Valley is teeming with "ICs". But the IC here is not Integrated Circuits, but Indian and Chinese. Devan & Pewari[2] displays the following data:

1. In the 1990's, 650,000 people immigrated to the United States. Foreign-born workers make up 20% of all IT employees in the United States.
2. India: 30% of graduates in 1998 from the Indian Institute of Technology (IIT), and 80% of Computer Science IIT graduates went to the United States to continue their graduate studies or work there.
3. Japan is expected to import 30,000 high tech workers over the next 5 years.
4. The United States has increased the annual quota for temporary work visas from 115,000 to 195,000. Almost double.

If we look at the data above and other data, many people regret that quality human resources have gone abroad (to the United States). The term brain drain is often used for this case. But it needs to be seen from the other side.

Emigrants who leave their home country are not lost resources. They can still contribute to their home country. This situation can be referred to as the concept of "brain reserve". Here are some examples of contributions:

1. Hsinchu Science-Based Industrial Park in Taiwan attracts Silicon Valley returnees to open businesses there. More than half of the companies in the Industrial Park were founded by these returnees. Now it is estimated that the contribution of this industry is 10% of Taiwan's GNP.

[2] Janamitra Devan & Parth S. Tewari, "When the Best Brains Go Abroad," IEEE Spectrum, October 2001, pp. 16-17.

2. About 70% of foreign direct investment in China in 1999 (out of a total of US$50 billion) came from Chinese people living abroad.
3. The Indian engineers residing in Silicon Valley are the people behind the emerging IT companies in Bangalore and Hyderabad. Generally, these companies are not companies developed by Indians who have never been anywhere (only in India).
4. *Nonresident Indians* have deposited US$5.5 billion in the State Bank of India, adding to its investment in the country.
5. KAIST (Korea) started with 16 Koreans who returned from the United States in 1966. Now KAIST has 400 staff. According to a survey by Asiaweek magazine, KAIST has topped the list of the best universities in Asia for two years in a row.

Inadequate quality of TIE human resources

Because the number of available human resources is lacking, while business demands human resources, it is often taken as human resources as they are. This can be seen from the background of workers in the TIE world which is often not directly related to TIE knowledge.

Apart from human resources specifically working on the technical side of the TIE field, there is also a need for human resources working on the business side of TIE. This new business requires new capabilities that are often not owned by old business people.

Standardization and certification

Differences in education and fields involved require standardization. Currently there are many standards that are quite confusing. However, it seems that large industry (vendor) standards are preferred because they are global. Examples of recognized certificates are certificates issued by Microsoft, Cisco, Oracle, Novell, Redhat, and the like. Often these certificates are preferred by companies over diplomas from universities or educational institutions that are not well known.

Unfortunately, getting a certificate from Microsoft or Cisco requires quite a bit of money. As a result, prospective workers who have potential but don't have money (common in developing countries like Indonesia) cannot take part in the certification.

The rapid development of Information Technology has created new fields of work. If previously there were only known types of workers such as operators, analysts, and so on, now there are new “positions” or fields of expertise such as web designers, web programmers, web editors, database administrators, and many others. This position is unknown so it will be a problem if workers want to work across countries.

For general fields or positions, which standards are used? Web design ability (competence), system administrator, network administrator, for example, which standard (who) should use? Similarly, standards for the ability to operate and manage the Linux operating system, many standards that can be adopted.

The same thing happens on the business side of TIE (not the technical side). What standards and certificates are needed by someone to prove their expertise in the TIE business field.

TIE HR Problems in Indonesia

Indonesia has the same HR problems as other countries. But besides these problems, there are several other problems faced by Indonesia.

The ability to produce TIE HR is low

If in 2010 Indonesia is expected to produce US$ 30 billion in TIE exports, then the number of human resources needed can be calculated. If the productivity of a high tech worker in the TIE field is US$ 25,000 a year, then 320,000 workers will be needed.[3]. It’s not easy to find such a large number of workers. If it is not anticipated, in 2010 we will have a shortage of TIE workers.

Other countries have realized this and are anticipating it with initiatives. India is reported to be able to produce 70,000 professionals in the field of TIE annually. Indonesia has not been able to produce such a large number of professional workers.

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[3]Rough count. 30 billion / 25,000 = 320,000

Unequal distribution of human resources

Skilled human resources in Indonesia are not evenly distributed. Generally, they are focused on the island of Java. However, does the distribution of TIE human resources really have to be even? Not all regions will develop the same TIE products and/or services. In the United States, the focus of the TIE field is only in California.

The level of computer literacy in Indonesia is also uneven. Though this new economy requires the ability to use computers.

The "Son of the Region" Problem

The existence of regional autonomy in Indonesia provides an opportunity for regions to develop their respective capabilities. The element of "local people" arises because industries or businesses outside Java are forced to bring in professional workers from Java, so that it seems as if they are closing job opportunities for local people. This often causes social jealousy. The regions are expected to be able to develop their local sons and give initiatives so that they want to return to their areas of origin and develop the area.

Lack of TIE foundation

Proficiency in the TIE field must be accompanied by a strong foundation. India is able to become the king in the field of software because they have strong mathematical and logical skills, which are needed in the field of Information Technology. The Department of Computer Science at the Indian Institute of Technology is one of the majors that provides a strong foundation.

In Indonesia, TIE skills are generally only skin deep. Many human resources are capable of hacking computers but cannot explain theoretically what is happening. As a result, we get programmers who only understand coding but do not have the ability to innovate or even make a product. Software houses in Indonesia are generally not familiar with the term "Capability Maturity Model (CMM)" which is widely used in the software industry. Meanwhile in India there are already many software houses that have a fairly high CMM level. Another example, the theory of compiler construction is generally unknown to programmers in Indonesia.

Which colleges have computer science majors? How many? How is it ranked? How is the quality of the computer science department compared to other universities around Indonesia (such as Singapore, Malaysia, Thailand, the Philippines)? These questions are difficult to answer. It is estimated that universities that provide a strong enough knowledge base are still lacking in Indonesia.

Degree is more important than ability

One of the negative cultures in Indonesia is the habit of glorifying titles. People go to school to get degrees, not to gain skills. As a result, many college graduates who just graduated. In addition, there is also an effort to buy and sell titles. This all complicates the HR situation in Indonesia because it becomes unclear who actually has competence.

Lack of research and development in the TIE field

An industry requires research and development (research and development, R&D). There is no industry without R&D. Human resource capacity building must be accompanied by research and development in the field of TIE. The existence of research and development will make TIE HR more skilled and creative in making new innovations. In Indonesia, research and development in the field of TIE is still scarce.

Experience from the United States can be cited here:

> *"... Much of this promising future is a direct result of decades of investments in information technology research by the Federal government, working cooperatively with academia and the private sector." (National Science and Technology Council, "Information Technology Frontiers for a New Millennium")*

Likewise, research in non-technical fields, such as the economic and social fields, is urgently needed. This is also done in the United States as written as follows:

> *"Research on the economic and social implications of the Information Revolution, and efforts to help train additional IT workers at our universities."*

Initiatives to solve problems are being carried out

Several initiatives have been carried out to solve the problems mentioned above. The following is a list of some of these initiatives. Of course, this list is not exhaustive.

Computer and internet literacy

Initiatives to increase computer and Internet literacy have been seen to be carried out by all parties; starting from the government, universities, educational institutions, the private sector, and society (individuals). Seminars on the Internet, roadshows, introduction of the Internet in schools are common activities. In general, this activity is limited to the introduction of computers and the Internet, not to more detailed (in-depth) topics.

Basic education in computer science and information

Computer science basic education has been carried out in universities. However, it is still limited to large universities on the island of Java.

Research and development in the field of TIE

Research and development in the field of TIE in Indonesia is still rare. The research institutes that do this can be counted on the fingers of one hand. Some examples of research and development in the field of TIE include:

1. RUT (Integrated Leading Research) in the field of Information Technology
2. RUSNAS (National Strategic Leading Research) in the field of Microelectronics. The research was conducted with a focus on Weather Radio Sonde (sensor, system on a chip), wireless LAN (multimedia, compression), Report Writer Component (software).
3. Research at various universities. Distance learning at Bina Nusantara University. Various studies at BPPT.

Standardization

Standardization of TIE human resources is needed to facilitate TIE activities, for example the description of responsibilities, abilities, salaries, worker visas and so on. This standardization does not only apply locally, but is also needed in the global corridor. For example, if we send someone to work abroad (or vice versa if there are foreign workers who want to work in Indonesia), the immigration office will classify the worker according to the field of work (data entry, programmer, and so on). Because this field of TIE can be said to be new and developing rapidly, the standardization of TIE human resources is one of the jobs that is not easy. Data on immigration, for example, will be left behind.

One of the problems with standards is their acceptance in the business community. The use of competency standards issued by vendors, for example by Cisco, Microsoft, Oracle, and Novell, is preferred and recognized by business people. However, this is not yet known on the bureaucratic side, for example on the immigration side. So someone who only graduated from Public High School (SMU) but has certificates from Cisco, Microsoft, and Oracle will still be considered an unskilled worker. In fact, when compared to Masters graduates, it is possible that high school graduates who have global vendor certificates are preferred by business people.

The following is a short list of several initiatives that have been carried out related to TIE HR standardization.

1. IPKIN (Indonesian Computer and Informatics Professional Association).[4] has a standard level or level in the field of IT. However, this standard must be improved considering the existence of new technologies and fields. For example, in this standard there is no information about web designers or web programmers. IPKIN also took part in establishing SEARCC (South East Asia Regional Computer Confederation).[5]

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[4]The IPKIN website is at http://www.ipkin.or.id

[5]http://www.searchcc.org

2. In order to develop the SMK-IT program[6] developed by DIKMENJUR, PPAUME (Inter-University Research Center for Microelectronics) ITB and APJII (Association of Indonesian Internet Service Providers) try to develop an IT competency framework. However, this competency framework is highly Internet service oriented.
3. In the regional environment, Asia Pacific Economic Cooperation (APEC) tries to record e-commerce skill standards and share strategy & curriculum. (See: APEC Telecommunications and Information Working Group, E-Commerce Skills Standards Project Workshop).
4. In Europe there is a European Computer Driving License (ECDL)[7] which aims to provide certification of basic skills in the field of Information Technology and the ability to use computer applications. This is similar to having a license to drive a motorized vehicle. The ECDL is maintained by the British Computer Society.

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[6] SMK-TI is a program to provide IT skills to SMK students in Indonesia. Information about the SMK-TI program can be obtained from http://smk-ti.sdti.co.id or by contacting Budi Rahardjo < br@paume.itb.ac.id >

[7] Information about ECDL and other matters can be read in the following article: http://www.enablingpp.exec.nhs.uk/Documents/ECDL%20pilot%20summary%20report.doc

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SYNOPSIS

The English version of the HRM book provides a distinct perspective on HRM, as it encompasses both theoretical and practical viewpoints. From a theoretical standpoint, HRM involves the effective and efficient management of relationships and roles within the workforce to attain organizational objectives. On the other hand, the practical application of HRM focuses on maximizing the potential of existing human resources within an organization to accomplish shared goals. Essentially, HRM encompasses the planning, organizing, directing, and controlling of various aspects of employment, including recruitment, development, compensation, integration, and termination, all with the aim of achieving individual, organizational, and societal targets. In essence, HRM entails the strategic management of human resources with the ultimate objective of attaining desired outcomes. The significance of human resource management cannot be overlooked in the context of organizational success.

This topic has garnered considerable attention from various authors who acknowledge the pivotal role HR plays in the prosperity of both commercial and charitable ventures. With a focus on these interests, one author undertook the task of developing a comprehensive guide. This guide aims to cater to the needs of business professionals seeking to enhance their HR skills, as well as academics who wish to utilize it for research, education, and community service related to HR management. During the writing process of this book, the researchers received a multitude of aid in both tangible and intangible forms, for which they express deep gratitude. They wholeheartedly welcome constructive criticism and recommendations for enhancing the substance of this book, as they acknowledge its existing shortcomings. By addressing and rectifying these shortcomings, they aim to create a more refined and superior work for subsequent editions. Consequently, they firmly believe that this Human Resource Management book will serve as a wellspring of inspiration for its readers.