



Courses

**EGKB 308:
2 (2-0)**

HUMAN RESOURCE MANAGEMENT



MINISTRY OF EDUCATION, CULTURE, RESEARCH, AND TECHNOLOGY
UNIVERSITY OF LAMBUNG MANGKURAT
FACULTY OF AGRICULTURE
DEPARTMENT OF AGRICULTURAL SOCIOECONOMICS

AGRIBUSINESS STUDY PROGRAM

Jalan Jend. Ahmad Yani Km. 36 Post Box 1028 Banjarbaru 70714
Phone/Fax (0511) 4772254

COURSE IDENTITY

- | | | |
|------------------|---|--|
| 1. Subject | : | Human Resource Management |
| 2. Course Code | : | EGKB 308 |
| 3. Lecturer | : | Ir. Eka Radiah, M.Si
Ir. Hj. Kamiliah Wilda, MP
Hj. Nina Budiwati, SP, M.Si
Muzdalifah, SP, MSc |
| 4. Semester | : | IV (Even) |
| 5. Credits | : | 2-0 |
| 6. Study Program | : | Agribusiness |

DESCRIPTION

: This course discusses the meaning and function of human resource management and the role of human resources in all organizational activities and contemporary human resource management theory.

LEARNING ACHIEVEMENTS

: After studying the module and attending Human Resource Management lectures, students are expected to be able to explain the scope of human resource management and analyze the role of human resources in all organizational activities.

LEARNING INSTRUCTIONS

: Students are encouraged to read the recommended reference books analyze and summarize them.

CHAPTER I

SCOPE OF HUMAN RESOURCES MANAGEMENT

INTRODUCTION

Humans are the most important resource in the organization's efforts to achieve success. No matter how perfect the technological and economic aspects are, it would be challenging to achieve organizational goals without the human aspect. Society has shown increasing attention to this human aspect. Human values are increasingly being harmonized with technological and economic aspects.

Human resources are one of the input elements which, together with other elements such as materials, capital, machinery, and technology, are converted through the management process into outputs in the form of goods or services to achieve organizational or company goals.

Therefore, in order to achieve a balance between the goals and needs of the organization with the goals and needs of employees, HRM focuses its attention on three main things, namely first, integrated human resource planning by taking into account various challenges and opportunities in the future to make the organization's HR into a competitive human resource. Second, the implementation of the HRM function effectively and efficiently, without neglecting various applicable laws and regulations to achieve high HR productivity and the fulfillment of organizational and individual employee goals and needs. Third, the evaluation of the HRM function includes an assessment of HRM policies to determine various HR policies.

Human Resource Management, abbreviated as HRM, is a science or method of managing the relationship and role of resources (labor) owned by individuals efficiently and effectively to achieve common goals (goals) of the company, employees, and society. HRM is based on the concept that every employee is a human being, not a machine, and not merely a business resource. The HRM study combines several disciplines such as psychology and sociology.

Human resource management also concerns designing and implementing planning systems, employee preparation, employee development, career management, performance evaluation, employee compensation, and good employee relations. Human resource

management involves all management decisions and practices directly affecting human resources.

Human Resource Management is needed to improve the effectiveness of human resources in the organization. The goal is to present an effective work unit. To achieve this goal, the study of personnel management will show how companies should acquire, develop, use, evaluate, and retain employees in number (quantity) and type (quality).

Human resource management is a process of dealing with various problems in the scope of employees, employees, laborers, managers, and other workers to support the activities of the organization or company 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 HRD or human resource department. According to AF, Human resource management stoner is an ongoing procedure that aims to supply an organization or company with the right people to be placed in the right positions and titles when the organization needs them.

B. HRM Goals

The HRM objectives consist of four objectives, namely:

1. Organizational Goals

It aims to recognize the existence of human resource management (HRM) in contributing to the achievement of organizational effectiveness. Although a human resources department was formally created to assist managers, managers are still responsible for employee performance. The human resources department assists managers in dealing with matters related to human resources.

2. Functional Goals

It aims at maintaining departmental contributions at a level appropriate to the needs of the organization. Human resources become worthless if human resource management has criteria that are lower than the level of organizational needs.

3. Social Goals

It aims to be ethically and socially responsible to the needs and challenges of society through actions to minimize negative impacts on the organization. The failure of an organization to use its resources for the benefit of society can cause obstacles.

4. Personal Goals

It is intended to assist employees in achieving their goals, at least goals that can enhance individual contributions to the organization. Employee personal goals must be considered if employees are retained, retired, or motivated. If personal goals are not considered, employee performance and satisfaction may decline, and employees may leave the organization..

C. HRM Roles and Functions

So far, the HR function has been seen more as a personnel administration manager or supervisor of company regulations in the human resources sector. The author's experience as an HR practitioner shows that the HR function has played a more significant role in matters relating to the implementation of industrial relations in companies, such as making Company Regulations/Collective Labor Agreements, establishing cooperation with the Ministry of Manpower, resolving disputes between companies and companies, union or employee. It is even sadder if the role and function of HR are only considered important when the company wants to reduce the number of employees. In addition, the HR function is often perceived as nothing more than a Personnel Administration who takes care of paying salaries, employee leave, and reimbursement of health costs.

In order to support top leaders and line managers in the company in carrying out the right strategic steps to compete in the global market, HR is required to redefine its role in the company. The demand for the new role of HR is in line with the message conveyed by Dave Ulrich (1997), a Professor in Corporate Development from the University of Michigan.

According to Ulrich (1997), the HR function must set a higher standard than they have to date. They must move their practitioners beyond the role of police or guardians of policies or regulations to become partners, players, and pioneers in providing benefits to the company. For this reason, Ulrich (1997) suggests four new roles that the HR function and its practitioners must play in order to deliver results and create profits from their presence in the company, namely::

Strategic business partner

As a strategic business partner, the HR function and its practitioners are required to have the ability to translate the business strategies set by the company into actual actions in the field. The HR function and its practitioners must provide value-added input to the

company's business team to prepare business strategies. In addition, an HR practitioner must be able to develop acumen of knowledge in the business field, have a customer orientation, and understand the competition that occurs in the business undertaken by the company..

Expert in administration

As experts in the field of administration, the HR function and its practitioners must re-engineer the work processes they have done so far. Thus the administrative process in the HR field will be more efficient and effective in serving the needs of management or employees for HR information.

Supporting and encouraging employee progress

In its role as a supporter and driver of employee progress, the HR Function and its practitioners are required to recognize the needs of employees, align employee needs with company expectations, and strive to take the best steps to encourage those needs to be fulfilled optimally. The HR function and its practitioners must also create a work atmosphere that can empower employees and motivate them to give their best contribution to the company.

Agent of Change

In their capacity as agents of change, the HR function and its practitioners are required to become catalysts of change within the company. The HRM function and its practitioners must play a role in accelerating and managing the change process launched by the company effectively. In addition, they are also required to recognize the obstacles that the company may face if changes are made. Thus, it can prevent social unrest, which is counter-productive within the company.

D. Contemporary Management Theory

The science of human resource management develops because it contains a theory, a set of rules and principles arranged logically and systematically. This rule or principle serves to explain the relationship between existing phenomena. Concepts are symbols used to explain specific meanings in theory. Its function is roughly the same as words in everyday language. Theory can be helpful because it can explain phenomena, predict, reduce inefficient trial and error, and be a source of ideas.

1) System Approach

The system can be interpreted as a combination of interrelated sub-systems. The organization as a system will be viewed as a whole, consisting of related parts (sub-systems), and the system/organization will interact with the environment.

In the following process, this approach has been used in the education management system in Indonesia. Before the emergence of a system of new approaches.

Organizational inputs: from the environment, for example, raw materials, people, financial capital, and information

Transformation process: activities within the organization, for example, production systems, control systems, administration.

Output: to the environment, for example, product, profit, information

Feedback: Feedback.

2) Situational Approach (Contingency)

This approach assumes that the effectiveness of management depends on the underlying situation. Successful management principles in certain situations are not necessarily effective in other situations. The manager's job is to find the best technique to achieve organizational goals by looking at specific situations, conditions, and times..

The situational approach provides a “practical recipe” for management problems. It is not surprising that this approach was developed by managers, consultants, or researchers primarily involved in the real world. This approach makes managers aware that the complexity of managerial situations makes managers flexible or sensitive in choosing the best management techniques based on the existing situation.

However, this approach has been criticized in its development for not offering anything new. This approach cannot be said to be a new management flow or discipline with clear boundaries.

3) New Human Relations Approach (Neo-Human Relation)

This approach seeks to integrate the positive side of human and scientific management. This approach sees that humans are emotional, intuitive, and creative creatures. By understanding the human position, management principles can be developed further. The figure who can represent this school is W. Edward Deming, who developed management principles such as Fayol's, which focuses on the quality of work and relationships between employees.

Combining American style management (type A) with Japanese style (type J). Difference:

- Term of employment bond
- How to make decisions
- Location of responsibility
- Evaluation & promotion period
- Control mechanism
- Career specialization

Attention to employees

Example: Japanese companies are represented by lifelong work ties and joint decision-making. Successful American companies do not adopt the conventional Type-A. The company combines the principles of type A with type J. For example, the company applies a long-term work bond, in the sense that it is not short like type A and not for life like type J. Ouchi submits participatory decision making involving a large number of employees, and responsibility is a shared function, the result of a group or team process.

In this approach, it still takes time to be said to be a new management flow. However, this approach is quite popular in both academic and practical circles. The ideas of these approaches have a lot to do with today's management practice..

SUMMARY

Human Resource Management is a way to manage the relationship and role of resources (labor) owned by individuals efficiently and effectively. It can be used optimally to maximize the goals (goals) with the company, employees, and society.

Four new roles must be played by the HR function and its practitioners, namely as a strategic business partner, expert in administration, supporter & driver of employee progress, agent of change.

New approaches in human resource management are systems approach, situational approach, and new human relations approach.

EXCERSISE

1. Characteristics of competent HR are:
 - a. Have a standard mind and insight
 - b. Have the ability to respond to problems appropriately and quickly
 - c. Proud of your abilities

- d. Work alone without the need for help from others
- 2. Maintain and improve job satisfaction and self-actualization, including the objectives of HRM, namely:
 - a. Organizational Goals
 - b. Functional Purpose
 - c. Social Goals
 - d. Personal Purpose
- 3. Helping the organization achieve its objectives, including the HRM objectives, namely:
 - a. Organizational Goals
 - b. Functional Purpose
 - c. Social Goals
 - d. Personal Purpose
- 4. Organizations are seen as a whole, which consists of related parts (sub-systems), including contemporary management theory, namely::
 - a. Theory X and Y
 - b. Classical theory
 - c. Systems approach theory
 - d. Situational approach theory
- 5. Included in the new roles for the HRM function are
 - a. Have a unique mind and character
 - b. Self-encouragement
 - c. Decision-makers for organizations
 - d. Supporting & encouraging employee progress

Answer:

- 1. B
- 2. D
- 3. A
- 4. C
- 5. D

Bibliography:

- 1. Alwi, Syafrudin. 2001. *Manajemen Sumber Daya Manusia Strategi dan Keunggulan Kompetitif*. BPFE. Yogyakarta
- 2. Agus Tulus, Mohammad. 1992. *Buku Panduan Mahasiswa Manajemen*

Sumber Daya Manusia. PT Gramedia Pustaka Utama. Jakarta

3. Hasibuan, S.P Malayu. 2005. *Manajemen Sumber Daya Manusia Edisi Revisi*. Bumi Aksara. Jakarta.
4. Marwansyah. 2009. *Manajemen Sumber Daya Manusia, Edisi Kedua*. Alfabeta. Bandung

CHAPTER II

COMPETENCE-BASED HUMAN RESOURCES DEVELOPMENT

INTRODUCTION

The essence of Competency-Based Human Resources Management is competence. Competence is a concept that can be interpreted as a combination of skills (skills), personal attributes (personal's attributes), and knowledge (knowledge) which is reflected through performance behavior (job behavior), which can be observed, measured, and evaluated.

Competence is a determining factor for the success of performance. The focus of competence is behavior which is the application of skills, personal attributes, and knowledge. The concept of competence integrated into human resource management practices provides a better opportunity to implement human resource management policies and instruments.

Competence as an attribute of the quality of human resources has a significant effect on effective individual performance. It has been proven in various studies that several experts have carried out. One of them is Richards Boyatzis (1983) researched more than 2000 managers in different management positions. The results of his research provide conclusions about certain characteristics, which are none other than competencies that have influenced the effective performance of various organizations and from various levels of management.

A. Definition of Competency-Based HR

Competency-Based HRM is a process of planning, organizing, implementing, and controlling workforce activities starting from recruitment to retirement. The decision-making process is based on job competency needs and individual competencies to achieve organizational/company goals.

Meanwhile, Competency Standards are the formulation of work abilities that include aspects of knowledge, skills, and/or expertise and work attitudes relevant to the implementation of tasks and job requirements that are determined following the provisions of the legislation. We know it as SKKNI (Indonesian National Work Competency Standard) in Indonesia. Apart from SKKNI, standards that can be used are international standards and special standards.

B. Principles of Competency-Based HRM

It integrates various things, such as performance management functions, recruitment, development, career plans, employee evaluation, succession plans and compensation systems (remuneration), and a pension system.

Every program in every function, be it performance management, recruitment, development, career planning, employee evaluation, succession plans, compensation systems (remuneration), the pension system, shows the consequences of being interconnected and mutually supportive of one another..

C. Characteristics of Competency-Based HRM

The characteristics of Competency-Based HRM are:

1. Focusing on the organization/company:

An organization/company requires key competencies to achieve the expected results.

2. The best used as a reference:

Employees who have the best performance are assumed to be used as references for other employees.

3. Competencies are designed, not consulted:

Organizations/companies want their employees to achieve the results that have been set, so that competency standard are needed, which can be done through increasing knowledge and training (training).

D. Scope and Steps in Managing Competency-Based HR

The Scope of Competency-Based HRM include:

- a. Organization and job description
- b. Management of the competency dictionary includes managerial competence (soft competency) and technical competency (hard competency).
- c. Management of job data, job competency needs, and determining the level of job competency needs.
- d. Management of employee data and individual competencies.

- e. Application gap and match competency.
- f. Application of career planning system (career path, rotation, promotion, and succession).
- g. Performance management system application.

Steps in implementing Competency-Based HRM:

- a. Position identification.
- b. Job and activity analysis.
- c. Identify in detail as an initial requirement.
- d. Identify the competencies required for a position.
- e. Prioritizing competencies by using:
 - i. Ranking system
 - ii. Weighting system
- f. Make minimum performance standards for a competency.
- g. Identify potential candidates.
- h. Compare each - each candidate using the minimum performance standards.
- i. Perform gap analysis on each candidate (analysis to find out the difference between one candidate and another) using minimum performance standards.
- j. Conduct training for the development plan for each candidate to upgrade the candidates in the context of developing minimum performance standards and career development.
- k. Designing a performance monitoring system individually or globally for candidates.
- l. Implement training and development plans for each candidate.
- m. Implement a performance measurement monitoring system.
- n. Choose the best candidate.

SUMMARY

Competency-Based Human Resource Management is a process of planning, organizing, implementing, and controlling workforce activities from recruitment to retirement. The decision-making process is based on job competency needs and individual competencies to achieve organizational/company goals.

There are three characteristics in Competency-Based Human Resource Management, namely: focused on the organization, which is best used as a reference, competence is designed, not consulted.

EXCERSISE

1. Characteristics of competent HR are:
 - a. Have a standard mind and insight
 - b. Have the ability to respond to problems appropriately and quickly
 - c. Proud of your abilities
 - d. Work alone without the need for help from others
2. The principles of competency-based HRM are, except:
 - a. Recruitment
 - b. Training and development
 - c. Compensation
 - d. Profit
3. Competency-based HRM management includes:
 - a. Organizational Goals
 - b. Employee data management
 - c. Employee and non-employee training
 - d. System approach
4. Employees who have the best performance are assumed to be used as references for other employees.:
 - a. Competency-based HRM principles
 - b. Systems approach theory
 - c. Competency-based HRM management
 - d. Decision-makers for organizations
5. Definition of competency-based HRM:
 - a. Have a unique mind and character
 - b. Self-encouragement
 - c. Competency-based decision-making process
 - d. Performance-based HR management

Answer

1. B
2. D
3. B
4. A
5. C

Bibliography:

1. Alwi, Syafrudin. 2001. *Manajemen Sumber Daya Manusia Strategi dan Keunggulan Kompetitif*. BPFE. Yogyakarta
2. Agus Tulus, Mohammad. 1992. *Buku Panduan Mahasiswa Manajemen Sumber Daya Manusia*. PT Gramedia Pustaka Utama. Jakarta
3. Hasibuan, S.P Malayu. 2005. *Manajemen Sumber Daya Manusia Edisi Revisi*. Bumi Aksara. Jakarta.
4. Marwansyah. 2009. *Manajemen Sumber Daya Manusia, Edisi Kedua*. Alfabeta. Bandung

CHAPTER III

JOB ANALYSIS AND DESIGN

INTRODUCTION

Continuous improvement of the HR Information System is needed in utilizing HR effectively and efficiently to achieve the company's business goals. HR design through job analysis is needed to facilitate the implementation of HR coordination by HR managers to integrate HR management.

A. Definition of Job Analysis

According to Daniel C. Feldeman & Hugh J. Arnold (in Moekijat, 1998:24), job analysis can be formulated as a process of determining through observation, investigation, and reporting of appropriate information related to the nature of a particular position. Job analysis is the determination of the tasks that include the position and the determination of the knowledge, abilities, and responsibilities required by employees for the successful execution of work, distinguishing the position from all other positions.

A similar opinion was expressed by A.S. Munandar (2001: 50), who says that job analysis is a systematic study process about the activities carried out in a position, including duties and responsibilities to be able to determine the knowledge, skills, abilities, and other personality traits needed to do the job well.

Therefore, job analysis is an activity carried out to provide an analysis of each job to provide an overview of the specifications of a particular position, which includes collecting job data, evaluating job data, and organizing work. However, it can also be interpreted as a systematic process that examines a position, which includes:

1. Job Analysis

Example: Maintenance Sub-section in a Faculty

The leader selects maintenance sub-section positions based on the performance. In carrying out its duties, the maintenance sub-section should be coordinated with other sub-sections, especially finance. These two sub-sections report all their activities to the Vice Dean II after first reporting to the Head of Administration.

2. Job Duties

Example: Maintenance Sub-section in a Faculty

The tasks assigned to the maintenance sub-section include (1) Responsible for the campus's cleanliness, security, and orderliness. (2) Responsible for campus household needs. In addition, the maintenance sub-section also performs additional tasks assigned by the leader.

3. Requirements to get the position

Example: Maintenance Sub-section in a Faculty

In general, the head of the maintenance sub-section position has at least an ADUM training certificate with a minimum rank of Penata Tingkat I, Golongan III/d, and a minimum occupied by Eselon 4A.

4. Other Duties Outside the Position

Example: Maintenance Sub-section in a Faculty

The maintenance sub-section must continue coordinating with other sub-sections, especially the finance sub-section. In addition, the additional tasks given aim to create harmony between sub-sections within the faculty.

5. Position in the structure

Example: Maintenance Sub-section in a Faculty

In addition, there are also types of job analysis consisting of:

1. Traditional

The information collected only includes the responsibilities, obligations, and minimum qualifications to carry out a job in a specific position.

2. Goal Oriented

It includes the organization's employees' expectations, including the relationship between tasks, performance standards, skills, and minimum qualifications.

Examples of questions asked:

Duties: what behaviors and obligations/responsibilities are important to the company?

Conditions of Work: what is the nature of the work or what conditions are necessary for the work to be carried out? What instructions are available to help workers carry out their duties?

Performance Standards: what kind of performance is expected? Whether based on the standards of quality, quantity, and timeliness set by the company?

Position Analysis Step

1. Preparation (job identification)
2. Data collection
3. Data clarification
4. Output (job description and specification)

Job analysis produces a description of the job and its specifications. Job descriptions can be in the form of duties, obligations, and requirements. At the same time, the job specifications can be in the form of knowledge they have, skills, abilities, personality, interests, and preferences.

Purpose of Job Analysis

An important job analysis is carried out prior to workers' recruitment. There are several benefits to conducting a job analysis, which is also the purpose of a job analysis. The objectives of job analysis are:

1. Obtaining workers in the right position
2. Give satisfaction to the workforce
3. Creating a conducive working climate and conditions (Sastrohadiwiryono).

Job analysis is a procedure in determining the tasks and skills demands of a position and the accuracy of the person's character with the job in that position. The analysis produces information about job demands used to develop job descriptions and job specifications. Job analysis, in addition to producing job descriptions and specifications, has other uses, namely:

1. Employee procurement

Job specifications are operational standards used as a comparison for prospective workers. The contents of the job specification will provide the basis for establishing the selection procedure.

2. Training

Job descriptions and job specifications are used as a basis for decision-making, especially in terms of training programs and human resource development.

3. Performance Evaluation

Requirements and job descriptions can be assessed as the basis for determining the value of employees in providing proper compensation.

4. Performance Appraisal

To determine whether the work can be completed correctly, the job description will be very helpful in selecting job targets.

5. Employee Promotion and Transfer

Information and employee data will assist the decision-making process for employee promotion and transfer programs.

6. Organization

The owned data information can also help management find out the extent to which the goals and objectives of the organization are achieved. It indicates whether there is something that needs to be changed in an organization.

7. Induction

Job descriptions are beneficial, especially for new employees. Orientation will give new employees an overview of the work to be done.

8. Consultation

Position information will help provide consultation to both those who have not worked and those who have worked but feel that they are not in accordance with their position.

B. Job Description

In the job description, besides the duties, authorities, responsibilities, line relationships, and working conditions, there is the name of the position, job code, date of creation, compiler, department, and location. If the organization creates a new position, it requires the preparation of a job description, which uses processor stages. Job descriptions can be regenerated periodically and can be updated if needed. Performance appraisals are an excellent opportunity to update job descriptions. When the organization prepares several job descriptions, the process takes time. Job analysis may use the literature as a basis for description selection for one type of job, and then it can be modified according to the organization's needs.

C. Job Spesification

Job specifications contain individual qualification requirements concerning their position in certain positions. Knowledge refers to procedural information that is essential for successful performance. Skills are the level of individual proficiency in completing tasks. With knowledge and experience, the ability to prepare for job specifications can be obtained. The ability to demonstrate general individual skills and other characteristics may be a personal trait or positive motivation and can be developed. Some positions also have official requirements, such as a license or certificate.

In developing job specifications, it is necessary to consider all elements of knowledge, abilities, skills, and other characteristics. In recording job descriptions, information can come from a combination of individual job performance, supervisors, or job planning and job analysis training. Accurate information about the KSAO is vital for making decisions about filling positions.

D. Job Performance Standard

Job performance standard serves as a target for the efforts made by workers and a criterion to measure whether the work is successfully carried out. The job performance standards include information on targets to be achieved and measures of work success. If the targets and criteria in the Job performance standard for this position are not met, it can be concluded that the employee has not been able to carry out his work successfully.

E. Job Design

Job design is a function of determining an employee's work activities organizationally. It is crucial to do job design because people spend much time working. Job design requires job structure such as content, function, and job relationships. The need for organizational planning, safety, and the organization's survival are greatly influenced by the design and layout of the plant. In addition, the need for affiliation with management as well as groups and power greatly influence job design.

Job design determines the tasks to be performed, the methods used to perform the tasks, and how the work relates to other jobs in the organization. Job design includes tasks, functions, relationships, compensation, skills, knowledge, abilities in each job. Job design is one of the factors driving the success of organizational productivity. From the organizational dimension, grouped tasks and responsibilities can affect productivity and costs—unfinished or too tricky work to do and tedious work will lead to high employee turnover. For an employee, motivation and job satisfaction are two important factors in their daily work. These two things can help achieve goals and objectives, especially if the organization is able and understands the factors that influence the failure of these two factors.

Factors Affecting Job Design

1. Individu

Individuals have different attitudes, traits, characters, views, perceptions, socio-cultural, different norms for each individual in the same organization. Each individual has different needs, goals, and motivations in responding to a job. Each individual has different needs, goals, and motivations in responding to a job. The role of the individual in the organization has a meaning as important as the work itself so that the interaction between the organization and the individual (HR) becomes the focus of managers' attention. Therefore, new values following the demands of the organizational environment need to be introduced and socialized to all individuals in the organization.

Organizations of the future will tend to be flat and lean. The conventional hierarchical form of organization will be replaced by a network or cellular form that empowers group cooperation. Through such an organization, every individual will have information easily so that it does not always lie only with the organization's leadership. Individuals will work in cluster organizations where individuals are no longer rigidly bound by hierarchical levels of management.

Individuals or humans have a uniqueness not owned by other production factors.

First

Humans have a psychological side. It means that humans cannot be easily disassembled, like machines. Individuals cannot be treated that way. Employees will react easily if they find out that they are being paid less than the effort expended, mistreated, or laid off for one-sided or unreasonable reasons.

Second

Individuals are production inputs and those who will enjoy the outputs. The ultimate goal of a production process is to create products and services that are in accordance with the wishes of consumers. The forms of output enjoyed are salaries, incentives, bonuses, welfare, protection, security, and other forms of non-material rewards. So it is unnatural if there is an organization with good growth, but the welfare of its employees is still a concern.

Third

Other production factors will decrease in the production process, but humans in a certain period will increase, namely increasing skills, experience, and knowledge. So individuals experience a learning process that will be beneficial for the organization's benefit as a whole.

Fourth

The individual is the determinant of the organization's existence, even an absolute factor that must exist. Entrepreneurs may have quality capital, machines, and materials, but they will not function well if no humans manage them.

2. Technology Used

Technology impacts job design, type of work, tools used, layout, and techniques for producing product output. These are some of the causes of obstacles that can hinder the smooth running of a job.

3. Cost or Budget

Budget is a crucial variable in every operating organization. Everything used by management must be based on the economic side of the organization. Therefore, representative resources must be planned as an initial step in the organization's success. Management must continuously align the benefits of job design with cost considerations. Moreover, a decision to redesign a new job design requires sufficient energy, time, and money to meet these targets.

4. Organization Structure

Nowadays, an organization will become more agile if it is driven by an agile operational wheel, capable, visionary, and able to see future changes. The organization must be leaner to cope with the pace of change and global uncertainty. Therefore, the organizational structure is very influential on the success of job design. Let us look at some examples of cases where organizations struggle to manage their internal consolidation because of the heavy operational burdens they have to bear.

5. Internal variable

a. Management

Management has its own interests in the organization. All employees are, of course, but management is responsible for the organization as a whole, which often requires management to confront multiple stakeholders and balance conflicting demands. Shareholders, for example, want more income by trying to streamline a short and dense job design. At the same time, the research and development department desires to make investments that, of course, require the formation of new job designs and require a huge amount of time and money. Another example, employees want a higher salary and various other welfare benefits. The surrounding community wants a better environment and proper facilities for the public on social responsibility. To ensure that the organization remains viable, management must seek to maintain a balanced relationship between the parties concerned in the short and long term.

b. Employee

In almost all organizations, the nature of the workforce is changing, in part because of demographic factors. This factor will change the shift in consumption, product, cost, and marketing because it involves changing market segments. The baby boom in the 1990s had a lot to do with product orientation, which was the primary need of society.

c. Managing Employee

Competitive advantage can be achieved through the effective management of human resources. It can be achieved by applying all of the following practices in conjunction because it is difficult to deal with action if only applied separately.

F. The Relationship Between Job Analysis and the Functions of Human Resource Management

Information obtained from job analysis is useful for planning and implementing other HR management functions or activities. Some uses of job analysis:

1. organizational design and structure
2. human resource planning
3. job evaluation and remuneration
4. recruitment
5. selection
6. placement
7. training and development orientation
8. performance appraisal
9. career path planning
10. labor relations
11. equipment design and work method improvement
12. job design
13. job safety

The main steps in human resource management based on job analysis information:

1. Evaluate the influence of the environment on work
2. Eliminate unnecessary job requirements, which can create discrimination in the procurement of manpower.
3. Planning future human resource needs
4. Matching applicants with available vacancies
5. Determine training needs for new employees and experienced employees
6. Make a potential development plan for employees
7. Set realistic performance standards
8. Assign employees to jobs that allow them to use skills effectively

G. Method for Job Analysis

Collecting information about a position can be done using several certain techniques. The following are some data collection methods commonly used by job analysis to obtain job data and information.

Structured Questionnaire

In this way, when workers are presented with a list of tasks, a list of performance behaviors (e.g., negotiating, coordinating, using both hands), or both, the focus of the tasks lies on what is produced. It is a job-oriented approach. On the other hand, work behavior focuses on how a job is done (a worker-oriented approach).

Observation

Analysis observes a worker or group of workers doing a job. Without any intervention, the analysis records what, why, and how the various parts of the job were done. Usually, this information is recorded in a standard form.

Interview

For jobs where direct analysis is not possible (e.g., aviation) or where observation is impractical (e.g., architect), the analysis needs to rely on the worker's description of what he or she does, why and how the work is done.

Employee Records

Similar to the interview method, the analysis relies on information derived from the employee's records about what, why, and how he or she did the job.

Performance

With this approach, the analyst does the job he or she is studying to obtain first-hand information about a job.

SUMMARY

Job analysis is the process of collecting and examining the main work activities in a position and the qualifications (skills, knowledge, abilities, and other individual characteristics) required to carry out these activities. Data collection in job analysis can be done in several ways: observation, interview, questionnaire, and employee daily work diary. The implementation process in job analysis has several stages: Preparation Stages, Data Collection, Combination, Data Processing, and discussion of the results of data processing.

EXERCISE

1. One of the objectives of human resource planning is to ensure?
 - A. availability of employees at the lowest possible cost
 - B. the availability of a large number of employees
 - C. the number and type of individuals available at the right time and place
 - D. employee withdrawal process with the most modern methods

2. What can be determined from the implementation of the job analysis?
 - A. employee performance level
 - B. employee satisfaction level
 - C. employee work culture
 - D. employee characteristics

3. The purpose of job analysis is to provide the information needed to organize work, therefore ...
 - A. leaders can work more effectively
 - B. efficient use of human resources
 - C. employees become productive and satisfied
 - D. the organization can remain competitive

4. To find out the competence, education, and experience of a candidate for office, it is necessary to:
 - A. job specification
 - B. job specialization
 - C. job evaluation
 - D. job description

5. Compared to the specifications for untrained employees, the specifications for trained employees are more ...
 - A. complicated
 - B. closed
 - C. open
 - D. complex

Answers

1. B
2. D
3. C
4. A
5. D

Bibliography

1. Alwi, Syafrudin. 2001. *Manajemen Sumber Daya Manusia Strategi dan Keunggulan Kompetitif*. BPFE. Yogyakarta
2. Agus Tulus, Mohammad. 1992. *Buku Panduan Mahasiswa Manajemen Sumber Daya Manusia*. PT Gramedia Pustaka Utama. Jakarta
3. Hasibuan, S.P Malayu. 2005. *Manajemen Sumber Daya Manusia Edisi Revisi*. Bumi Aksara. Jakarta.
4. Marwansyah. 2009. *Manajemen Sumber Daya Manusia, Edisi Kedua*. Alfabeta. Bandung

CHAPTER IV

RECRUITMENT AND SELECTION

INTRODUCTION

Procurement is the first operational function of HRM. The procurement of these employees is an important, complex, and challenging issue. While the definition of procurement is the process of withdrawal, selection, placement, orientation, and induction to obtain effective and efficient employees to help achieve company goals.

Procurement must receive serious attention and be based on job analysis, job descriptions, job specifications, job evaluations, and even need to consider job enrichment (job enrichment) job requirements (job requirements).

Job analysis, in addition to producing job descriptions, job specifications, and job evaluations, is also useful for:

1. Recruitment and selection
2. Compensation
3. Job evaluation
4. Work performance
5. Exercise
6. Promotion and transfer
7. Organization
8. Job enrichment
9. Simplification of work
10. Placement
11. Forecasting and recruiting
12. Orientation and induction

A. Job Evaluation

Job evaluation assesses heavy or light, easy or difficult, large or small job risks and gives the position's name, rank, and salary.

B. Job Simplification

Job simplification uses logic to find the most economical use of human effort, materials, machines, time, and space in the best and easiest ways to do work. Simplification of work results in:

1. The company's organizational structure is getting wider.
2. Jobs can become over-specialized, leading to boredom, errors, or outgoing requests.
3. Workers are more productive so that the economic benefits of specialization will be obtained.

C. Job Enrichment

Job enrichment is an expansion of work and is responsible for vertically what an official will do in his position. Vertical expansion is implemented to provide greater employee satisfaction and opportunities for personal development.

D. Job Requirements

Job requirements are requirements regarding the desired skills. The process or steps for the procurement of employee recruitment are:

1. Forecasting workforce needs
2. Withdrawal
3. Selection
4. Employee placement, orientation, and induction

Information:

1. Forecasting workforce needs

Forecasting workforce needs is intended so that the current and future workforce needs are in accordance with the workload, vacancies can be avoided, and all work can be done. Forecasting this workforce needs must be based on information on internal and external factors of the company.

The company's internal and external factors are:

- a. Production quantity
- b. Business forecasts
- c. Company expansion
- d. Technological development
- e. The level of demand and supply of labor
- f. Employee career planning

2. Recruitment

Determination of Recruitment Resources

After the job specifications or employee jobs required are known, the sources for recruiting prospective employees are determined. Sources of recruiting prospective employees can come from internal and external companies.

a. Internal Source

According to Hasibuan (2008), internal sources are employees who will fill job vacancies taken from within the company. It can be done by mutating or transferring employees who meet the specifications of the position or job. The transfer of employees is either vertical (promotion or demotion) or horizontal. If there are still employees who meet the job specifications, the company should take them from within the company, especially for managerial positions. It is crucial to provide promotion opportunities for existing employees.

The advantages of internal sources are:

1. Not too expensive.
2. Can maintain loyalty and encourage and motivate existing employees.
3. Employees are familiar with the company's atmosphere and culture

While the disadvantages of internal sources are:

1. Restrictions on talents.
2. Reducing opportunities.
3. Can increase self-satisfaction.

The internal sources are through:

1. An open offer for a position (Job Posting Program)

Open recruitment is a job search system with a high ability to fill vacant positions by providing opportunities for all interested employees.

2. Departing Employees

This recruitment can be done through the assistance of workers for a position from another work unit.

b. External Source

According to Hasibuan (2008), external sources are employees who will fill vacant positions by the company from outside the company. External sources come from:

1. Job placement office
2. Educational institutions
3. Employee or peer referrals
4. Trade unions
5. Transplant from another company
6. Nepotism or leasing
7. Labor market by placing advertisements through mass media
8. Other sources

2. Employee Recruitment Selection

Selection is the first effort that the company must make to obtain qualified and competent employees who will serve and do all the work at the company.

The basics of selecting new employees are:

- a. Government Labor Policy
- b. Job specification of the company/position.
- c. Economical rational
- d. Social etiquette

The purpose of recruitment selection is to get employees with the following characteristics:

- a. Qualified and potential employees
- b. Honest and disciplined employees
- c. Qualified employees with the right placement
- d. Skilled and passionate employees
- e. Employees who meet the requirements of the Labor Law
- f. Employees who can work together both vertically and horizontally
- g. Dynamic and creative employees
- h. Innovative and fully responsible employees
- i. Loyal and dedicated employees
- j. Reducing absenteeism and employee turnover
- k. Employees who are easy to develop in the future
- l. Employees who can work independently
- m. Employees who have shame behavior and culture

☐ Selection method

There are two ways:

a. Non scientific or tradisional

Selection is not based on criteria, standards, or specifications for actual job/position needs but only on estimates and work experience. The selected elements are:

- 1) Stamped cover letter
- 2) School certificate and list of grades
- 3) Certificate of employment and experience
- 4) References or recommendations from trusted parties
- 5) Direct interview with the applicant concerned
- 6) Appearance and physical condition of the applicant
- 7) Descendants of the applicant concerned
- 8) Applicant's writing

b. Scientific method

Selection is based on job specifications (science) and the real needs of the position to be filled and guided by specific criteria and standards. Scientific selection should be carried out in a:

- 1) Clear and systematic work methods
- 2) Oriented to work performance
- 3) Oriented to the real needs of employees
- 4) Based on job analysis, and other social sciences
- 5) Guided by the Labor Law

☐ Selection qualifications

- a. Age
- b. Skill
- c. Physical health
- d. Education
- e. Gender
- f. Appearance
- g. Talent
- h. Temperament
- i. Character
- j. Work experience
- k. Cooperation
- l. Honesty

- m. Discipline

n. Initiative and creative

□ Selection System and Procedure

Selection system:

a. **Successive-Hurdles** is a selection system that is carried out based on the order of testing. If the applicant does not pass a test, he is not allowed to take the next test, and the applicant is disqualified.

b. **Compensatory-Appmach** A is a selection system that is carried out where applicants take all testing, and then the average test score is calculated whether it reaches the standard or not. Applicants who reach the standard value are declared passed, while applicants who do not are declared disqualified or not accepted.

The selection procedure or the steps for implementing the selection are:

- a. Selection of application letters
- b. Application form filling
- c. Reference check
- d. Preliminary interview
- e. Acceptance tests
- f. Psychological test
- g. Medical check-up
- h. Final direct supervisor interview
- i. The decision of whether to accept or reject

□ Selection Levels

a. First Level Selection

includes all selection procedures from the application letter until the applicant is declared accepted as a prospective employee with probationary status.

b. Second Level Selection

is carried out on prospective employees on probation by observing and assessing the candidate's mental, behavior, and actual abilities in completing work and discipline.

c. Third Level Selection

is done by following pre-service or training, which ends with exams. If they pass this stage, they will be appointed/promoted to permanent employees, and their rights will be fully accepted.

□ Selection Constraints

1. Benchmarks
2. Selector

3. Applicants

4. Employee Placement, Orientation and Induction

☐ Employee Placement

is a follow-up to the selection, namely the placement of prospective employees who are accepted (passed the selection) in positions/jobs that need them and at the same time delegate authority to that person. Thus, the prospective employee will carry out his duties in the relevant position. With this correct placement, work enthusiasm, work mentality, and work performance will achieve optimal results, and employee creativity and initiative can develop.

☐ Employee Orientation

Orientation or introductions for each new employee must be carried out to state that they are truly accepted with open arms as employees who will work closely with other employees in the company. With this orientation, doubts, awkwardness, and self-confidence can be overcome by new employees in doing their jobs.

☐ Employee Induction

Employee induction is an activity to change the behavior of new employees so that they conform to company rules and regulations. This induction is the task of the employee's immediate supervisor so that the new employee realizes that he has to obey company regulations and do his job well.

F. Recruitment Channels

Recruitment methods are often referred to as channels. Some companies wait passively for applicants, but others take a more aggressive approach. Employers and applicants usually take advantage of several available channels. Various channels or sources that can be used for are:

1. Walk-in Interview

Applicants or job seekers come personally to the company and then fill out the application form that has been provided. These applications are stored in a file until there is a job vacancy or until the application is declared invalid.

2. Employee Referrals

Company employees can now recommend job seekers to the personnel department. This method has several advantages:

- a. Employees who provide recommendations mean that they have done the screening beforehand.
- b. The company obtains complete information on the data of recommenders about applicants.

- c. Employees will tend to recommend their friends who have almost the same habits and attitudes.
- d. Applicants already know the organizational characteristics of the employees giving recommendations.
- e. While this technique is legal and reasonable, companies should be careful about its use. The main problem is the tendency to discriminate.

Ex: Employees are more likely to recommend friends who have the same religion, come from the same region/ethnicity.

3. Advertising

It is another effective method of recruiting. There are two types of recruitment ads: wants and blind ads.

a. Wants ads

Wants ads describe jobs and benefits, identify the company and tell you how to apply. This type is the most common form of recall advertising, whether placed in professional magazines or local and national newspapers.

b. Blind ads

Blind ads are ads that do not mention the company. Interested applicants are requested to send their application to the Po Box with a certain number at the post office or the newspaper company.

4. Employment Agencies

Recruitment of workers can also be done through employment agencies, both government and private.

5. Educational institutions

Jobs within companies are becoming increasingly technical and complex, so companies increasingly need graduates with higher education. Consequently, many companies undertake course efforts to foster and maintain constructive relationships with educational institutions.

6. Nepotism

Recruitment of family members is an inevitable component of recruitment programs in individual or family enterprises. Such a policy is not related to recruitment based on merit but interest and loyalty to the company.

SUMMARY

Recruitment attracts workers to find and influence workers, so they want to apply for job vacancies in a company. Selection is the first effort that the company must make to obtain qualified and competent employees who will serve and do all the work at the company.

EXCERCISE

1. The first step in the recruitment and selection process is...
 - A. fill the vacant position
 - B. determine the skills needed
 - C. determine the strategy to get applicants
 - D. define vacant positions and required skills

2. HR has a role in employee recruitment, especially in terms of...
 - A. setting recruitment goals
 - B. make decisions about sourcing employees
 - C. conduct a cost-benefit study of recruitment
 - D. occasionally do recruitment on campus

3. The use of good selection procedures can affect the success of...
 - A. Recruitment
 - B. HR planning
 - C. Job specification
 - D. Job description

4. Methods that cannot be used in the recruitment process is:
 - A. Advertising
 - B. Employee recommendations
 - C. Random catch
 - D. Walk-in interview

5. In essence, the initial screening is more aimed at business...
 - A. reduction of candidate requirements
 - B. improvement of selection effectiveness
 - C. restrictions on potential applicants
 - D. reduce the number of applicants

Answers

1. D
2. C
3. A
4. C

Bibliography:

1. Alwi, Syafrudin. 2001. *Manajemen Sumber Daya Manusia Strategi dan Keunggulan Kompetitif*. BPFE. Yogyakarta
2. Agus Tulus, Mohammad. 1992. *Buku Panduan Mahasiswa Manajemen Sumber Daya Manusia*. PT Gramedia Pustaka Utama. Jakarta
3. Hasibuan, S.P Malayu. 2005. *Manajemen Sumber Daya Manusia Edisi Revisi*. Bumi Aksara. Jakarta.
4. Marwansyah. 2009. *Manajemen Sumber Daya Manusia, Edisi Kedua*. Alfabeta. Bandung

CHAPTER V

HR TRAINING AND DEVELOPMENT

INTRODUCTION

HR training and development is the main thing that must be in management. HR training refers to a series of activities that provide every employee with opportunities to acquire and improve job-related skills. HR training programs are generally given to new employees and existing employees. The goal is that each employee can deal with constantly changing situations.

Meanwhile, the HR development program aims to develop skills for future jobs. Human resource development is a long-term educational process that uses a systematic and organized procedure in which managerial employees learn conceptual and theoretical knowledge to achieve common goals.

HR training and development programs are terms related to planned efforts, which are held to achieve mastery of skills, knowledge, and attitudes of employees or organization members. HR development focuses on increasing decision-making abilities and expanding human relations for upper and middle-level management, while HR training is intended for lower-level employees (implementers). So that employees are expected to be more skilled and able to carry out their responsibilities better, following standards.

A. Definition of HR Training and Development

We often hear about training and development in work in companies, organizations, institutions, or even educational institutions. It can be assumed that training and development are crucial for the workforce to work more mastery and better at work held or will be held in the future. Not too far away in educational institutions, training and development are often carried out to improve the performance of educational workers who are considered unable to carry out their jobs due to the developmental factor of community needs in education. In certain descriptions, the potential of education workers may already meet the administrative requirements of their work. However, in actuality, education workers must follow or keep pace with educational developments following the tasks they hold or will hold. It encourages educational institutions to facilitate training and career development for education workers to obtain good performance results.

In educational institutions, when workers do not have basic education or have not been able to carry out their duties, they must attend training and career development. Through this training and development, the workforce will work on, improve, and develop their work.

Training is a short-term educational process that uses systematic and organized procedures so that non-managerial workers learn technical knowledge and skills for specific purposes. Job training, according to Law No. 13 of 2003 Article I paragraph 9. is the entire activity to provide, obtain, improve, and develop work competence, productivity, discipline, attitude, and work ethic at a certain skill and expertise level according to the level and position and job qualifications According to Marzuki, training is teaching or giving experience to someone to develop behavior (knowledge, skills, attitudes) in order to achieve something desired. Training for employees is a process of teaching certain knowledge, skills, and attitudes to be more skilled and able to carry out their responsibilities better, according to standards.

The training focuses on increasing the capabilities and expertise of the organization's HR-related to the position or function that is the responsibility of the individual concerned at this time (current job oriented). The target to be achieved and a training program is to improve individual performance in the current position or function.

Development is the second operational function of personnel management. The development of new/old employees needs to be carried out in a planned and sustainable manner. Employee development programs should be carefully structured and based on scientific methods and guided by the skills needed by the company or an educational institution at this time and for the future. Every company/educational agency personnel must work effectively efficiently with good quality and quantity of work so that the competitiveness of a company/educational institution is greater.

Therefore, the definition of development is an effort to improve employees' technical, theoretical, conceptual, and moral abilities according to the needs of the job/position through education and training. In addition, development can also be interpreted as the preparation of individuals to assume different or higher responsibilities in companies, organizations, institutions, or educational institutions. Development tends to be more formal, involving the anticipation of individual abilities and expertise that must be prepared for the benefit of future positions. The goals and development programs involve a broader aspect: increasing the individual's ability to anticipate changes without planning (unplanned change) or planned changes. This understanding shows that the focus of career development is to increase the mental ability of the workforce. Development is more focused on increasing decision-making abilities and expanding human relations for upper and middle-level management, while training is intended for lower-level employees (implementers).

According to Hani Handoko, training and development have different meanings. Training is intended to improve the mastery of various skills and techniques for carrying out particular, detailed, and routine work. That is training to prepare employees (labor) to do current jobs. In contrast, development (Development) has a broader scope to improve and enhance knowledge, abilities, attitudes, and personality traits.

According to Mariot Tua Efendi H, training and development can be defined as a planned effort from the organization to improve employees' knowledge, skills, and abilities. Furthermore, Mariot Tua added that training and development are the same two concepts, namely to increase knowledge, skills, and abilities. However, judging from the purpose, generally, the two concepts can be distinguished. Training is more focused on increasing the ability to do specific jobs, and development is more focused on increasing knowledge to do work in the future.

B. Objective of Training and Development

The objective of holding training and development is directed at equipping, improving, and developing work competencies to increase ability, productivity, and welfare. The objectives are as follows:

1. Objective of HR Training

- Updating an individual's skills as technology changes.
- Through training, the trainer ensures that each individual can effectively use new technologies.
- Reduce the learning time of a new individual to become competent in the job.
- Help solve operational problems.

2. Objective of HR Development

- Increase productivity.
- Improving the quality of the workforce
- Improve accuracy in HR planning
- Enhancing morale: A series of positive reactions can result from a well-planned company training program.
- Attracting and retaining a good workforce
- Maintain occupational health and safety
- Support personal growth

The differences in objectives between training and development in general are:

1. **Training**

Objective: Increasing individual capabilities for the benefit of the current position. Goal: Short-term performance improvement. Orientation: The need for the current position. Effect on career: Career relatedness is relatively low.

2. **Development**

Objective: Increasing individual abilities for the benefit of future positions. Goal: Improved long-term performance. Orientation: The need for planned or unplanned change. Effect on career: Career relatedness is relatively high.

C. Types of HR Training and Development

1. Skill Training and Development.

Skills training is often encountered in organizations. the training program is relatively simple: needs or deficiencies are identified through careful assessment. The criteria for evaluating the effectiveness of the training are also based on the objectives identified in the assessment phase.

2. Retraining

Retraining is a subset of skills training. Retraining seeks to provide employees with the skills to cope with changing job demands. For example, workers in educational institutions who usually work using manual typewriters may be trained with computers or internet access.

3. Cross-functional training

Cross-functional training involves employees performing work activities in fields other than the assigned work.

4. Team training and development

Team training is a collaboration consisting of individuals to complete work for a common goal in a work team.

5. Creativity training and development

Creativity training is based on the assumption that creativity can be learned. It means that the workforce can issue ideas as freely as possible based on rational judgments.

D. Training and development techniques

Training and development programs are designed to increase job performance, reduce absenteeism and turnover, and improve job satisfaction. There are two main categories of management training and development programs.

1. Practical method (on the job training)

2. Information presentation techniques and simulation methods (off the job training)

Each category has a different goal of teaching attitudes, concepts or knowledge, and/or key skills. There are several trade-offs in choosing a particular technique to use in a training and development program. It means that no technique is always good: the method depends on the extent to which a technique satisfies the following factors:

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

On-the-job techniques are the most widely used training methods. Employees are trained on the new job with the direct supervision of an experienced trainer (usually another employee). The various techniques that can be used in practice are as follows:

1. Job rotation
2. Practice job instructions
3. Apprenticeships
4. Coaching
5. Temporary assignment

Off-the-job techniques, with this approach, the trainee employees receive an artificial representation of an aspect of the organization. They are asked to respond to it as in the real world. Moreover, the main purpose of information presentation techniques is to teach various attitudes, concepts, or skills to the participants. The methods that can be used are:

1. Case study method
2. Lecture
3. Self-study
4. Computer programs
5. Conference
6. Presentation

Implementation of training and development programs serves as a transformation process. Untrained workers (employees) are turned into capable and qualified employees at work so that they can be given greater responsibility.

E. Stages of HR Training and Development Process

Before training can be held, it needs to be analyzed first. It is referred to as the assessment steps of the training and development process. Next few steps:

1. Training needs assessment

- Company needs assessment
- Task needs assessment
- Employee needs assessment

2. Formulation of training objectives

The formulation of training objectives must have a link between input, output, outcome, and impact and the training itself.

3. Principles of training

- Participation
- Deepening
- Relevance
- Divert
- Feedback
- Cozy atmosphere
- Have criteria

4. Design and select training procedures

- Job instruction training
- Job rotation
- Internships and training
- Lectures and presentations
- Role-playing and behavior modeling
- Case study
- Simulation
- Independent study and program learning
- Laboratory training
- Action learning

In this stage, according to Gomes, there are at least three main stages in training and development: determination of training needs, design of training programs, and evaluation of training programs.

F. Training and Development Constraints

Developmental constraints are always there, and we must try to overcome the effects of these constraints. Development constraints will hinder the smooth implementation of training and education so that the targets achieved are not satisfactory. Development constraints relate to participants, trainers or instructors, development facilities, curriculum, and development funds.

1. Development and training participants have different or heterogeneous backgrounds, such as basic education, work experience, and age. It will complicate and hinder the smooth implementation of training and education because their grasping power, perception, and reasoning power of the lessons are different.
2. Trainers or instructors who are skilled and capable of transferring their knowledge to trainees and education are difficult to obtain. As a result, the desired target is not achieved. For example, a trainer is skilled and smart but cannot teach and communicate effectively, or his teaching skills are not practical, so he is only smart and skilled for himself.
3. Development facilities and infrastructure needed for training and education are very poor or not good. For example, books, tools, and machines used for practice are lacking or non-existent. It will make it difficult and hinder the smooth development and training.
4. The curriculum that is set and taught is not harmonious or deviant and not systematic to support the desired target by the job or position of the participant concerned. To determine the curriculum and the right time to teach it is very difficult.
5. Development funds, the funds available for development are very limited, so it is often done by force. Even the trainers and their facilities do not meet the required requirements.

SUMMARY

The purpose of holding training and development is directed at equipping, improving, and developing work competencies to increase ability, productivity, and welfare. Training and development programs are designed to increase job performance, reduce absenteeism and turnover, and improve job satisfaction. Before training can be held, it needs to be analyzed first. It is referred to as the assessment steps of the training and development process. The purpose of determining the training needs is to collect as much relevant information as possible to find out and/or determine whether or not training is needed in the organization.

EXERCISE

1. In order for training to be directed towards achieving organizational goals, before the training program is implemented, it is necessary to have...

- A. job analysis
 - B. job analysis
 - C. requirement analysis
 - D. requirement orientation
2. It is said that a training program meets the validity of the training, is if...
- A. trainees learn skills during training
 - B. learned skills lead to job improvement
 - C. trainees have advantages over those who are not trained
 - D. trainees can apply the training results
3. The ultimate goals of management development are:
- A. have a smart manager
 - B. have prospective managers who are ready to use
 - C. improve the skills of managerial staff
 - D. improve future organizational performance
4. The methods included in the development of management in the workplace are the method of...
- A. class training
 - B. role-playing
 - C. business game
 - D. job rotation
5. The factors that influence the development of human resources are...
- A. organizational complexity
 - B. labor market
 - C. global economic conditions
 - D. individual consciousness

Answers

- 1. C
- 2. D
- 3. D
- 4. B
- 5. A

Bibliography

1. Alwi, Syafrudin. 2001. *Manajemen Sumber Daya Manusia Strategi dan Keunggulan Kompetitif*. BPFE. Yogyakarta
2. Agus Tulus, Mohammad. 1992. *Buku Panduan Mahasiswa Manajemen Sumber Daya Manusia*. PT Gramedia Pustaka Utama. Jakarta
3. Hasibuan, S.P Malayu. 2005. *Manajemen Sumber Daya Manusia Edisi Revisi*. Bumi Aksara. Jakarta.
4. Marwansyah. 2009. *Manajemen Sumber Daya Manusia, Edisi Kedua*. Alfabeta. Bandung