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Copyright Act 19, Chapter XII of the Criminal Provisions, Article 72, paragraph (1), (2), and (6) 6 prefaces of any gratitude to Allah SWT, for the completion of the human resources management book. This book on human resources management consists of eleven chapters, whose scope of the documents discussed includes the mSdm framework, HR planning, hr development and empowerment, empowerment through training, career management, promotion and career development, evaluation of professional achievements, compensation and job satisfaction, union relations with the company and issues of human resource eradication, audit and research and motivation. It is necessary for the author to convey that this human resources management book in addition to providing paper copies is also provided E-book. The author hopes that this book on human resource management can be an accompaniment material for students taking human resources management courses. The author also realizes that this book is far from perfect, so the author is very grateful when there are reviews and suggestions for improvement in the next edition. Surabaya, May 2008 Ttd Author iii 7 iv 8 v 9 vi 10 TABLE OF CONTENTS Title Page Introduction Sekapur Sirih Table of Content Concept Map i iii v ix CHAPTER 1 CADRE OF HUMAINE RESOURCES 1 1. History of the birth of MSDM 1 2. Understanding Human Resources Management (MSDM) 3 3. MSDM 6 4 functions. Destination MSDM 8 5. ACTIVITies of the POLITICS and MSDM MSDM The theoretical basis of the MSDM 12 CHAPTER 2 HUMAN RESOURCES PLANIFICATION The meaning and importance of the human resources planning method in human resources, HR information and forecasting Planning, procedures and planning of the plan rh functions h 33 CHAPTER 3 AND AUTONOMISATION OF HUMAINE RESOURCES Human Resources Empowerment HR 78 CHAPTER 4 DEVELOPMENT BY FORMATION 95 CHAPTER 5 CAREER GESTION Understanding Career Efficiency Career Management Career management Career management 185 CHAPTER AND PROFESSIONAL DEVELOPMENT Benefits and Objectives Of the Performance Assessment Method 208 CHAPTER 8 RÉMUNÉRATION AND SATISFACTION TO WORK RESEQ SATISFACTION TO WORK 228 CHAPTER 9 SYNDICAL RELATIONS WITH THE QUESTIONS OF THE COMPANY AND SYNDICATS 43 CHAPTER 10 RESIFICATION AND RESEARCH ON HUMAINE RESOURCES 251 CHAPTER 11 MOTIVATION 265 BIBLIOTHÉQUE LIST 325 viii 12 ix 13 x 14 CHAPTER I CADRE OF HUMAN RESOURCES In the Chapter I, the material presented is as follows: 1. History of the birth of the MSDM. 2. Understanding Human Resources Management (MSDM). 3. MSDM functions. 4. MSDM goal. 5. MSDM policy and MSDM activities. 6. The basis of the theory msdm 1. The story of the birth of MSDM human resources management is not sudden. It has been a long time since human beings have lived in an organization, as has human resource management. The long-standing life of the organization, as in the fields of government, the economy and society, requires a working group that will specifically manage human resources. A very important step in marking the need for human resources was the beginning of the industrial revolution in England. The impact of the industrial revolution has not only changed the mode of production, but also the manipulation of different human resources before, the birth of various companies with M A N A J E M U S U D A A M A N U S I 15 the use of technology allows the production of goods in large numbers using human power Particular. This massive use of labour will force the business owner to start thinking about salary, placement, treatment of employees, including their well-being. Finally, the so-called Secretary of Welfare (Hasibuan, 1997) was formed. The main task of the Welfare Secretary is to think about how to formulate the economic needs of workers and to prevent workers from forming trade unions. With a growing number of large organizations, senior managers feel that they can no longer afford to deal with workers' welfare issues themselves, so the welfare secretary needs to help them. In other words, it can be said that welfare secretaries are in fact the pioneers of the existence of human resources management specialists. The British industrial revolution spread to the world at the beginning of the 20th century, particularly in continental Europe and North America. One of the impacts of the industrial revolution was the creation of more and more large companies engaged in the economy (industry, trade, mining). This development also has an impact on the life of the management in particular. The two great figures who became the father of management were Frederick W. Taylor and 2 P R I Y O N O and M A R I S 16 Henry Fayol. Without Without what the other did, it turned out that the two pioneers were filling up. Taylor sees the scientific management movement as an effort to improve efficiency and productivity, while Fayol focuses more on improving the ability to solve maerial problems. The emergence of various motivational theories in the year with Abraham H. Maslow as a pioneer is proof that the need for attention to the human element in an organization. Human needs require the fulfillment of the hierarchy, to support its achievements in the work. Everyone needs attention in human resources management. 2. Understand Human Resources Management (MSDM) Merniliki Organization a variety of resources as inputs to be converted into outputs in the form of goods or service products. These resources include capital or money, technology to support the production process, the methods or strategies used to operate, human beings, and so on. Among these resources, human or human resources are the most important elements. To plan, manage and control human resources, a management tool called Human Resources Management (MSDM) is required. MSDM can be understood as a process during the organization and can also be interpreted as a policy M A N A J E M E U M B E R R A A M A N U S I 3 17. As a process, Cushway (1994:13), for example, defines MSDM as part of the process that helps the organization achieve its goals. This statement can be translated as part of the process that helps the organization achieve its goals. Meanwhile, Schuler, Dowling, Smart and Huber (1992:16) define msdm in formulations such as: Human Resources Management (HRM) is the recognition

of the importance of an organization's workforce as vital human resources contributing to the organization's goals, and the use of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organization and society. When the statement can be translated as follows: Sutner Human Resources/MSDM Management is an acknowledgement of the importance of organizational work as a human resource that is very important to contribute to the organization's goals, and the use of several functions and activities to ensure that human resources are used effectively and fairly for the benefit of individuals, organizations and communities. Fasdm focuses on managing human resources in the dynamic interactions between organizations with different interests. According to Stoner 4 P R I Y O N O and M A R N I S 18 (1995:4) MSDM includes the productive use of human resources achieve organizational goals and meet the needs of individual workers. Stoner added that because he seeks to integrate the interests of organisation and and Msdm is more than just a set of activities related to the coordination of the organization's human resources. MSDM is a major contributor to the success of the organization. Therefore, if msdm is ineffective, it can be a major obstacle to worker satisfaction and the success of the organization. Although it is a kind of policy, the MSDM is intended as a means of maximizing the organization's effectiveness in achieving its objectives. In this context, MSDM is defined by Guest (1987) with the following description: Human Resources Management (HRM) includes a set of policies designed to maximize organizational integration, employee engagement, flexibility and quality of work. According to Mr. Guest, the organization's policies in managing its human resources are aimed at unifying organizational elements, engaging workers, making the organization flexible and achieving the maximum quality of work. Referring to this understanding, the effectiveness of MSDM policies in various forms can be measured on the extent to which the organization achieves the unity of movement of all organizational units, how much workers' commitment to their work and organization, to the extent that tolerant organizations M A N A J E S U M D A A A M A A N U S I 15 19 with changes in order to be measured Make decisions quickly and take appropriate action, as well as the high quality of the exit that the organization generates. 3. MSDM Functions There are several main functions of MSDM. In this book, five functions are presented: Planning for Human Resources Needs The human resources planning function includes at least two main activities: 1. Planning and predicting short- and long-term demand for organizational labour; 2. Analyze positions within the organization to determine the tasks, objectives, expertise, knowledge and capabilities required. Both of these functions are essential to the effective execution of the MSDM's activities. Endowment based on the needs of the organization Once human resources needs are identified, the next step is to complete the training available. At this stage of staffing, there are two necessary activities: 1. Withdrawal (recruitment) of potential or employment candidates; 2. Selection of candidates considered to be the most qualified. In general, recruitment and selection are done with an emphasis on the availability of potential workers both outside the (external) organization 6 P R I Y O N and M A R N I S 20 and within the (internal) organization. The full description can be seen in Chapter 4 on recruitment and Performance Assessment This activity is carried out after the candidate is employed in the organization's activities. The organization determines how it should work, and then rewards the performance it achieves. On the contrary, organizations should also analyse in the event of negative performance when workers achieve established performance standards. In this performance evaluation, two main activities are conducted: 1. Assessment and evaluation of worker behaviour; 2. Analysis and motivation of workers' behaviour. This performance evaluation activity is considered very difficult for both evaluators and assessed assessed. This activity is prone to the emergence of conflicts. Improving the quality of workers and the current centre of attention for the work environment leads to three strategic activities: 1. Identify, design and implement training programs and human resource development to improve employee capacity and performance; 2. Improving the quality of the work environment, including quality of life at work and productivity improvement programs; 3. Improve physical working conditions to maximize the health and safety of workers. One of the results that can be achieved from the three strategic activities M A N A J E E U M B E R D A A A M A N U S I 7 21 is the improvement or improvement of the physical and non-physical quality of the work environment. Achieving the Effectiveness of the Working Relationship Once the required workforce can be filled, the organization hires it, pays for it and provides conditions that will make it feel interested and comfortable working. As a result, organizations must also set a standard for how effective labour relations can be achieved. In this case, there are three main activities: 1. Recognizing and respecting workers' rights; 2. Negotiate and establish procedures for how workers' complaints are filed 3. Research MSDM activities. The issues that need to be addressed in the three main activities are very critical. If the organization is not careful to deal with workers' rights issues, then what happens then are protest actions like many in many companies in Indonesia. 4. The objectives of the MSDM objectives are very difficult to formulate precisely because they vary in nature and depend on the phasing out of development that occurs in each organization. According to Cushway, MSDM's objectives are to consider the implementation of HR 8 P I Y O N 'O and M A R N I S 22 policies to ensure that organizations have motivated and successful workers, workers who are always ready to face change and legally meet their employment obligations; Implement and maintain all HR policies and procedures that enable the organization to achieve its objectives; Helping The overall direction of the organization and strategy, particularly with regard to the hr implications; Provide support and conditions that will help the line manager achieve his or her goals; Address various crises and difficult situations in worker-to-worker relationships to ensure that they do not prevent the organization from achieving its goals; Provide communication between workers and the organization's management; The organization maintain organizational standards and values in HR management. Meanwhile, according to Schuler et al. at least MSDM has three main objectives: Improving Productivity Levels Improving the Quality of Life at Work Convincing that the organization has fulfilled its legal aspects. Productivity is a very important organizational goal. In this case, msdm may play a role in increasing organizational productivity. Organizations that have achieved a high level of productivity in which there are unique msdm practices. The uniqueness of M A N A J E E U M E R A Y A M A N U S I 9 23 specifically refers to a situation where: The organization limits the role of HUMAINE RESOURCES based on the level of participation in business decision-making that implements business strategies; The organization focuses on using available HR resources to address issues before adding new programs or looking for additional resources; The organization's HR staff took the initiative to create programs and communicate with line management; Line management shares responsibility for all HR programs; Company staff share responsibility for hourly policy development and program administration at all organizational levels. 5. MSDM Policies and Activities To be able to understand the policies and activities of the MSDM, it can be seen from a specific approach. This approach uses msdm as a means of re-conceptualizing and reorganizing the role of HUMAINE RESOURCES and re-explaining the functions and functions of staff departments in the organization. Based on this approach, Guest stated that there are four main policies in MSDM, namely: Employee Influence Human resource flow Rewards systems Work systems 10 P R I Y O N O and M A R N I S 24 The four axes of msdm policy can be understood as a strategy to influence workers to direct them towards organizational objectives. As part of a process to achieve objectives, organizations organize human resources into a systemic mechanism in the form of human resource flows from HR planning, recruitment, selection, function analysis formulation, and so on. Other policies relate to the recognition system, which is an important part of the organization that motivates people to maximize work and employment processes. Reward systems, for example, can take the form of pension plans that include pay, bonuses and incentives, and various other forms of compensation. Within the organization, the roles and functions of the organization human beings must be other elements of resources. Therefore, in policy development, the organization focuses its attention on how the work system is structured so that there is compliance between the HUMAN RESOURCES movement and other resources. In the meantime, referring to the views of other experts, Guest stated that the MSDM's activities consist of four generic processes: Rewards Development An HR manager must at least explore these four core activities. The selection activities are nothing more than the provision of staff and workers who will occupy various job training and M A N A E M E M E U M B E R D A A M A N U S I 11 25 positions in the organization. As a generic activity, selection will be followed by other activities such as the placement which is immediately accompanied by other generic activities, namely performance evaluation. Organizations must have standards that can be used as a measure to determine and assess whether a worker has a good quality of work or vice versa. Meanwhile, to motivate the workers of the organization to implement the scheme that is compared in the form of wages or wages and other prices. To determine the amount and form of this award, the organization also has various references that can be seen in Chapter 6 on compensation. While the latest generic activity msdm is development, development of human resources. This development of human resources can take the form of training and other HR development programs. The course of human resource development activities aims to achieve skills, knowledge and capabilities. The direction of human resource development is based on the development and progress of the organization. 6. Basic Theory of MSDM According to the guest, there is no theory in MSDM. However, it is undeniable that behind MSDM is implicitly hidden a variety of supporting theories. Referring to the results of several studies of 12 P R I Y O N O and M A R N I S 26 experts at Harvard University, Guest has created a framework for MSDM theory as can be seen in Figure 1.1. The following: Stakeholder Interest Situational Factors HRM Political Choices: The Employee Influences Human Resources Stream Reward SystemS Work Systems HR Results: Commitment Skills Congruence Profitability Long-Term Consequences: Individual Well-being Organizational Welfare Societal Welfare Figure 1.1. Msdm Theory Framework (quoted in Guest, 1987) The framework as described in the diagram above is assessed as the basis of the MSDM theory based on the support of a number of inter-scientific theories. MSDM is multidisciplinary. Therefore, behind MSDM are disciplines of management economics, psychology, law, social, history and industrial relations. Conceptually, msdm is different from personnel management. MSDM is required to plan, manage and control human resources. There are at least five main functions of the MSDM: HR planning, staffing, performance evaluation, quality improvement and workers' work, and the achievement of the effectiveness of labour relations. M A N A J E E U M B E R D A Y A M A N U S I 13 27 MSDM objectives vary depending on the organizational context. Key political places in MSDM MSDM employee influence, human resource flow, reward systems and work systems. MSDM's activities include four generic processes: selection, evaluation, rewards and development. There is no theory in MSDM, but behind it lies a number of theories from various disciplines. MSDM is multidisciplinary. QUESTION TO DISCUTER Use readings or other documents to support the answers to the questions below: . a. Why is msdm different from personnel management?. B. Describe the functions of the MSDM and concrete examples?.. c. Of the various msdm functions, which functions are most critical? What for?. d. The purpose of the MSDM is situational, which means that it depends on the context of a particular organization. What for?. E. Describe the four main policies and four generic activities of MSDM?.. F. Explain the meaning of the term generic in msdm activities?. G. Explain why MSDM is multidisciplinary?. H. Of the different sciences that support msdm, which disciplines influence the development of MSDM the most (e.g. managemen, psychology, sociology, economics, politics and so on)? What for? Explain. 14 P R I Y O N and M A R N I S 28 CHAPTER II HUMAN RESOURCES PLANIFICATION In Chapter II, several documents are presented as follows: 1. The meaning and importance of human resources. 2. Human resources planning. 3. Human resources methods, information and forecasting. 4. Planning, procedures and HR plans. 5. HR function planning. 1. The meaning and importance of human resource planning can be done correctly and correctly if the planner knows what human resources are and what human resources are. Human resources or the abbreviated human resources workforce are the capacity of every human being. Human resources are made up of the power of thought and the physical power of every human being. The firm capacity of every human being is determined by his mind and his physical strength. Human resources become the first and main element of all activities. Reliable/sophisticated equipment without the active role of HR means nothing. What is human resources? Human resources are an integrated capacity of the mind and physical power that the individual has. His behaviour and nature are determined by his descendants and his environment, while his professional achievements are motivated by the desire to fulfill his satisfaction. M A N A J E M E B E R D A Y A M A N U S I 15 29 The power of thought is intelligence that is put on the market (basic capital) while being competent through effort (learning and training). Its reference intelligence is Intelligence (IQ). If his IQ is less than 79 (seventy-nine), intelligence is lacking. If his IQ is in between, his intelligence is moderate, but whatever his IQ is greater than 120, his intelligence is high or genius. Individual intelligence and competence are implemented to create the best ideas, innovations, creativity and work systems. Quality of Emotions (QE) EQ is the ability of human beings to control emotions and socialize (social). If it supported by EQ, the realization of his opinion will be welcomed and enthusiastically by the community. Work Achievement Desire or N.Ach HR Behavior and The Nature of Physical Power Thinking Figure 1. Human Resources Concept 16 P R I Y O N O and M A R N I S 30 How to improve human thought and physical power? Table 1. Increased Thinking Power and Physical Power No Physical Power Good Health Care Formal and Informal Education Following Discussions and Seminarseminar And so on Eating Highly Nutritious Foods Good Health Maintenance Good and Regular Exercise After The Match And So On His Behavior Will Be Improved in a Sakinah Household , a good social environment, fostering good faith, fair and firm implementation of the law, examples of examples that become models of cultural dissemination of shame, and others. The desire for achievement (N.Ach), will be strengthened by providing stimuli and motor power so that the working spirit increases. The physics of taste and the physics of thought are also always present in each individual. This physics is defined as how a person evaluates the environment (his subordinates). If physical taste is more dominant than physical thinking, the environment (its subordinates) will be judged on tastes and dislikes, so that the assessment is subjective. If the physics thinks more dominant and physical taste, the environment (subordinated) will be judged based on good or evil, so that the assessment is objective. D. Yung distinguishes the man into two groups M A N A J E M E U M B E R D A Y A M A N U S I 17 31 groups according to the direction of his attention, namely: 1. Introverted type, if his attention is mainly directed towards himself. These people are called introverts with selfish characteristics, happy to be alone, calm, less sociable, and always put their personal interests above the public interest. 2. Type extroverse, if the attention is mainly directed towards the surroundings. This type of person is called an extrovert whose characteristics are open-hearted, cheerful, friendly in social, social, and put the public interest above his personal interests. 3. Ambiguous types are the people who are among the extroverts and introverts. Physical strength is a person's strength and resilience to do heavy work and work for a long time, as well as their resilience to disease attacks. For example, there are people who can only work 4 hours a day, but some are up to 8-10 hours a day. Physical power is very important and is a determinant for a person to be able to achieve his goals. Human beings are the people, while HUMAINES are the capacity of the totality of thought and physical content within the person. The quality of human resources must be improved in order for labour productivity to increase, so that a prosperous life can be achieved. Prosperous life is defined as being relatively capable of meeting one's needs and feeling safe while enjoying it. Dr. Toshiitaka Nomi, Nomi, that 18 P R I Y O N O and M A R N I S 32 blood type reveals human nature as follows. 1. Blood type A. 2 can be trusted. Blood type B is mild. 3. Blood group ab emotional. 4. Blood group 0 talented leader. Douglas Mc Gregor distinguishes man from: 1. Theory X 2. Theory Y Personality Theory has a. Processing theory. B. Freud's psychodynamic theory. v. Humanistic Theory by Carl Rogers. Human resources that are short of human resources are an integrated capacity for thought and physical power belonging to each individual. The hr approach is distinguished by its micro-approach and macro approach. Micro approach The micro approach is defined as the analysis and evaluation of human resources from a narrower reach within the company. The main questions analyzed and examined about the micro-approach are the following. 1. Relationships and the role of work in the company. 2. MSUM operates within the company. M A N A J E M E U M B E R D A Y A M A N U S I 19 33 3. Human resources are derived from the point of interest of the company and employees. 4. Human resources are derived from employee productivity and well-being. 5. Human resources are reviewed from government labour regulations. Macro Approach A macro or economic approach to HR, in which human resources are examined and analyzed in depth, both nationally and internationally. The main things that are studied and analyzed in this macro approach, among other things as follows. 1. Quality and quantity of available human resources. 2. Comparison of human resources with existing jobs. 3. The age structure and level of education in existing human resources. 4. The rate of population growth and its spread. 5. Existing culture, culture, and religious background of human resources. 6. Current level of human resource productivity. 7. Education and human resources health. 8. Hr discipline and loyalty. 9. Raising awareness of the country's defence against human resources. The work is a person or a human being who has been able to meet the requirements set out in the labour law in this country. The workforce is grouped on the temperature, the employees and the unemployed. Entrepreneurs are people who own businesses by investing their wealth, and 20 P R I Y O N and M A R N I S 34 revenues come from the company's profits. Therefore, his income was not exploited first. Employees are service sellers and their income is compensation for the amount known in advance. Employees are managers and operations. Managers are those who have subordinates, so some of the work can be delegated to subordinates to do. Operational are the people who need to their own work that has been delegated to him. The unemployed are people who have no job or income. Ladi, his needs become a burden on workers. Development of the HR approach The development of the hr approach is influenced by progress science and human rights. Human resources are the unified totality of human thought and physical power. Approach to employees, among other things. A. Employees are considered and treated as commodities. B. Employees are considered and treated as HR. c. Employees are considered machines. d. Employees are considered and treated as human beings. E. Employees are considered and treated as partners. M A N A J E M E U M B E R D A Y A M A N U S I A 21 35 2. Human resource planning or psdm abbreviated human resource planning is the first and main function of human resource management. PsDM is processed by planner and the result becomes a plan. In the plan, set the goals and guidelines for implementation and become the basis of control. Without a plan, control cannot be exercised, and without control, the execution of a good or bad plan cannot be known. What is the role of the PSSP? Planning is a matter of choice, namely the choice of the best goals and the best ways to achieve these goals from several alternatives that exist, without alternatives, planning does not exist. Planning is the selection and relationship of the facts as well as the formulation and use of assumptions about the future in the visualization and formulations of the proposed action deemed necessary for the desired achieve outcome. (George R.Terry) (Planning is to select and link the facts and make and use assumptions about the future by describing and formulating the activities necessary to achieve the desired results). Planning is basically the choice and planning arises only when another course of action is discovered. Plan is the representation of everything that relies on a map and 22 P R I Y O N O and M A R N I S 36 forming a map or graph (the map of a city). Arrangement of parts according to certain designs. (The new Webster Dictionary) (The plan is defined as a statement of all that is desired represented in a pattern or maps, graphs or statements of its part according to a certain pattern). A plan is a number of decisions that guide the achievement of a particular goal. Thus, each plan contains two elements, namely objectives and guidelines. (Drs. Malayu S.P. Hasibuan) Human resource planning or workforce planning is such as the process of determining the need for labour and the implement the organization's integrated plan). Human resource planning is the process of not disseminating an organization's human resources needs so that steps can be taken to ensure that these needs are met. (Thomas H. Stone in his book Understanding Personnel Management) (Human resource planning is the process of predicting an organization's human resources needs for the foreseeable future so that steps can be taken to ensure that these needs can be met.) Human resource planning can be described as a process M A N A J E E U U M B E R D A A A N U S I A 23 37 that aims to ensure that the right number and types of people will be in the right place at the right time in the future. . able to do the things that are necessary for the organization to continue to achieve its goals. (John B. Miner and Mary Green Miner in his book Personal and Industrial Relation) (Human resources planning can be described as a process to ensure that the right number and type of employees are available in the right place at the right time for the future, able to do the right things to ensure that the organization can continue to achieve its goals.) Munusia Resource Planning Human resources planning is about planning the workforce to meet the needs of the business and being efficient and efficient in helping to achieve the goals. (Drs. Malayu S.P. Hasibuan, 1990) This HR plan is to establish the organization, management, control, purchase, development, compensation, integration, retention, discipline and dismissal of employees. So in the HR plan should be fixed all the above things correctly and correctly. Purpose of human resource development 1. Determine the quality and quantity of employees who will occupy all positions within the company. 2. Ensure the availability of current and future workers, so that every job is there to do so. 3. Avoid mismanagement and duplication in the implementation of tasks. 24 P R I Y O N O and M A R N I S 38 4. Facilitate coordination, integration and synchronization (KIS) so that labour productivity increases. 5. To avoid shortages and or excess employees. 6. To be a guideline in the establishment of the program of withdrawal, selection, development, remuneration, integration, maintenance, discipline and dismissal of employees. 7. Be a guideline in the implementation of transfers (vertical or horizontal) and employee pensions. 8. Be the basis for employee evaluation. 3. Method psdm, information, and forecast psdm method PsDM Method, known for non-scientific methods and scientific methods. The non-working method means that HR planning is based solely on experience, imagination and planning estimates alone. This type of HR plan is likely to be significant, for example the quality and quantity of labour is not Company. As a result, mismanagement and waste have been detrimental to the business. The scientific method means that the planning of hours is carried out based on the results of the data analysis, information and forecasts of the planner. This type of HR plan is a relatively low risk because everything was first taken into account. M A N A J E M E U M B E R D A Y A M A N U S I 25 39 In this scientific method, data and information must be accurate, as well as good and correct analysis. What is data and information? Data are the actual events of the past, both secondary and primary data. The information is the result of the data process and provides information to the recipient. Information is a data that has been processed in a form that is meaningful to the recipient and that is a real or perceived value in current or forward-looking decisions. (Gordon B. Davis) (Information is a data that has been treated in an important form for the recipient and has real or perceived value in its decisions now or in its future decisions). Barn HR planning can be done correctly and correctly if information about employment analysis, organization, and labor supply situation is obtained. Employment Analysis Work analysis provides information on work activities, employment standards, employment context, staffing needs, human behaviour and tools used. The job description provides information on the duties and responsibilities of a public servant in a position. The job specification provides information about the time qualifications that will serve a position. 26 P R I Y O N O and M A R N I S 40 The employment assessment provides information on the weight of employment, employment risk and employment wages. Employment enrichment provides information to enrich work in a particular position that is vertical in nature. The expansion of employment provides information to enrich the type of work that is horizontal in nature. The simplification of work provides information for the specialization of employment, due to the development of the company: The Organization provides information on the following. 1. The goals to be achieved, whether it is profit or service. 2. Type of organization, whether it is the organization of lines, lines and staff, functional or committee. 3. Basic ministerial and organizational structure. 4. Control range of each department/section. 5. Organizational, individual or collective leadership. 6. Number of employees and management and operational details. 7. Types of authority delegated during the organization. 8. Levels of official positions. The status of the offer The labour supply situation provides information on the following. 1. Level of labour supply and human resources capacity. 2. Type, age structure, level of education, and M A N A J E M E U M S B R D A A A N U S I 27 41 deployment or equalization of work. 3. Wisdom Wisdom and government compensation. 4. System, curriculum and human resources education levels. If the above information is obtained by the planner in a complete and accurate manner, then the schedule of the hours will be good and correct, MSDM will be carried out smoothly. A good HR forecaster is whether he can predict the future by projecting the results of the analysis of the information he obtains. Forecasts are generally for the next 5 years. When his predictions came close to the truth, the plan was good and true, because he could read the future situation well. The purpose of the forecast is, among other things, for the following. 1. Anticipate existing labour needs and supplies. 2. Predict the progress of companies and technology so that the training is carried out with the right curriculum. 3. Plan for the advancement of education and the improvement of human resources. 4. Anticipate the need for different types of skills and types of human resources (male-female) in the future. 5. Plan government labour policies, such as age, RMU and working hours. 28 P R I Y O N 'M A R N I S 42 Withdrawal of Supply. Source, Seleks Information Job Analysis Education Development, Training, Direct Compensation Mutation and Indirect Organizational Information PsDM Information Inventory Situation Labor Integration Communication, Leadership, Motivation Maintenance Welfare Program, Economy, Regulatory Discipline Services and Legal Sanctions Dismissal, Fired, Request Own Figure 2. Human Resources Plan Concept 4. Planning procedure planners and rh plan planners are individuals, individuals and groups, who plan for planning that translates into a plan. Human Resources Planning Requirements 1. Must know clearly the problem he is going to plan. 2. Must be able to collect and analyze information on HUMAINES RESOURCES. 3. Must have an in-depth knowledge of Job M A N A J E E E U M B E R D A Y A N U S I 29 43 Analysis, organization and supply situation of hours. 4. Must be able to read the current and future situation of HR 5. Able to predict the improvement of human resources and technology of the future. 6. Know widely the rules and policies of government labour. Planning procedure for hours 1. Clearly establish the quality and quantity of human resources required. 2. Collect human resources data and information. 3. Group data and information and analyze it. 4. Establish alternatives. 5. Choose the best of the existing alternatives in a plan. 6. Inform employees of the plan Hr Plan Hr Plan must be good and correct, so that the coaching and guidance of employees effectively and effectively in carrying out their duties. Characteristics of good and correct human resources, among other things as follows. 1. The plan must be comprehensive, clear and easy for employees to understand. 2. The job description of each staff is clear and there is no implementation of the work. 3. Quality and quantity and placement of employees according to the needs of the company. The right man in the right place and the right man at the right job. 30 P R I Y O N O and M A R N I S 44 4. The plan should clearly establish working relationships, command channels and responsibilities. 5. The plan must be flexible in its implementation, but objectives, guidelines and basic principles remain. 6. The plan must regulate mutation (vertical/horizontal), regulation and penalties penalties, development, method of evaluation and that is evaluated, and others. 7. In the plan, there must be clear employee rights and obligations. 8. The plan should be a guideline, clarity of the task of encouraging the working spirit of employees. 9. The plan should be able to be used to be a good control tool. Plan 1 duration. Long-term plans, the time is more than 5 years, such as retirement plans and others. 2. Medium-term plan, time 3-5 years, such as promotion plan, democracies, and others. 3. Short-term plan, time 1-2 years, such as the selection plan and others. The importance of the PsDM PsDM is necessary for the benefit of individuals, businesses and nationals. The importance of the individual SDP is important to everyone because with the MSP, it can set the goals it wants to achieve. To achieve this goal, its activities will be more directed, more effective and more efficient. In addition, it can assess the extent to which the objectives it has achieved in each period. For example, plan M A N A J E M E U M B E R D A Y A M A N U S I 31 45 education, career, economics, and others. The interests of this PsDM company are very important for each company (organization) in order to be able to improve the usefulness and results in order to achieve the objectives of the company. With the quality, quantity and placement of PsDM employees exactly according to the needs of the company. The company's SDP will also be able to assess whether the company is progressing or not, as well as whether employee checks can be carried out. The importance of the national SDP to the national interest is very important because a country's progress lies in the excellence of its human resources. The higher the quality of the SDMnya, the faster the country's progress. Therefore, the government must plan to improve the quality of human resources so that the country's development goes smoothly and quickly. Without good quality human resources, it is difficult for the country to make rapid progress. The improvement in the quality of human resources can only be achieved through the presence of a good and correct psdm. For example, the SDP in the areas of population growth, health, education and PsDM Constraints Psdm constraints, among other things include the following. 1. Human Resource Capacity Standards Human resource capacity standards are certain and accurate do not exist, so human resource capacity information is based solely on subjective predictions. This becomes a serious obstacle in PsDM to calculate the potential of human resources for sure, such as information about the energy of the machine. So, PsDM 32 P R I Y Y N O and M A R N I S 46 in the area of capability is very difficult, so a good and correct PsDM faces obstacles. 2. Human beings (HR) Human beings as living beings cannot be controlled completely like machines. This becomes a psdm constraint, so it is difficult to take everything into account in the plan. For example, he is capable, but less the man let go of his abilities. 3. Human resources situation within the constraints of a good and correct human resources planning process. Inventory, quality and distribution of the population that does not meet the human resources needs of the company. 4. Government policy on government labor policy, such as compensation, sex, foreigners, and other constraints in the MSP to make a good and appropriate plan. The challenges of the PSD are external and internal. Has. External challenges include economics, socio-politics, law, technology and competition. B. Internal challenges include budgeting, estimating and selling products, new businesses or activities, and so on. 5. Planning MSDM Functions The authors' management of human resources is divided into several functions with the following objectives. A. The analysis of the discussion is sisternatis, organized, and good so it is easy to understand. M A N A J E M E N U M B E R D A Y A M A N U S I A 33 47 b. Be a guideline for managers in implementing their human resources leadership measures. 1. The Organizational Planning Organization as a tool and container for people to work together, integrated, coordinated, efficient and harmonious, must be planned in advance. Things that need to be planned in the organization, among other things as follows. 1. The size of the organization required to be effective and efficient helps to achieve the goal. 2. The most appropriate type of organization, whether it is line organization, line and staff organization, functional organization or committee organization. 3. Relationships and channels of command and responsibility within the organization. 4. Organigram and number of departments/pieces there are 5. Job description for each position, so overlap in the implementation of tasks can be avoided. 6. Kendall range of each department/section accordingly. If organizational planning is good, the organization will be effective and effective to help achieve the desired goals. 2. Hr Briefing Planning must be planned so that they work diligently, efficiently and efficiently to help achieve the company's 34 P R I Y O O O 'amp; M A R N I S 48 goals. Things that need to be planned in the DIRECTION of HR, others as follows. 1. Company regulations and punitive penalties for those who violate them. 2. Delegation of authority, whether it is a decentralized or centralized authority. 3. How to implement the communication and communication sinibolis provided. 4. Motivational Tools and Motivation 5. Incentive and incentive wage arrangements. 3. Planning for human resource control must be planned as best as possible, so that the implementation of control is effective. The control should be aware of errors as soon as possible and take corrective action. Things that need to be planned in control, among other things as follows. 1. The system and the points to be evaluated. 2. Period and process of anein to put in the heart. 3. The evaluation method to be applied. 4. Action of the results of the human resources assessment. 4. Human resource procurement planning must be properly and properly planned so that the quality and quantity of human resources are as fundamental as the needs of the business. The things that need to be planned in the acquisition of human resources, among other things as follows. 1. It is necessary to determine the quantity and quality of human resources to be M A N A J E M E U M B E R D A A A A N U S I A 35 49. 2. Source of potential employees and withdrawal methods. 3. Base, system, method and level of selection to be made. 4. Qualifications and selection procedures to be put into place. 5. Ways to place potential employees to wear. 5. Human resource development planning must be planned appropriately so that development can increase the productivity of current and future employees. Things that need to be planned in the development of human resources, among other things as follows. 1. Goals and development participants. 2. Development methods and curriculum to give. 3. Reference development method to be applied. 4. Basic assessment and assessed items. 5. Basic principles and principles of employee promotion. 6. Development costs to be incurred. 7. Evaluator and scope of evaluation. 6. Hr compensation planning needs to be well planned to encourage employees' passion for work. Things to be expected in compensation, among other things as follows. 36 P R I Y O N O and M A R N I S

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