

The Integral Role of Human Resource Management in Achieving Organizational Goals: A Comprehensive Analysis

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Abstract

The purpose of this journal article is to define the role of human resources within the context of an organization. The article employs a literature research method. Based on the analysis, it can be inferred that human resource management encompasses three key functions: administrative, operational, and the attainment of overall organizational objectives. These functions encompass activities such as recruitment, human resource development, compensation, occupational health and safety management, as well as industrial relations and labor market management. The primary goal of human resource management is to enhance the contribution of human resources (employees) to the organization. It is evident that the success of an organization in achieving its objectives heavily relies on effective management of its personnel. Therefore, it is crucial to employ sound personnel management practices to ensure that the organization accomplishes its predetermined goals. Human resource managers, along with line managers and subcontractors, play vital roles in the pursuit of human resource management objectives.

Keywords : Human Resources, Human Resource Management, Organization

INTRODUCTION

The era of globalization is a significant challenge faced by every nation today, representing a time when the world is increasingly interconnected. This reality demands that human resource managers become more open and aware of their rights and responsibilities as civilized individuals. The influence of global culture is inevitable and will eventually reach all nations, including Indonesia. To effectively confront the elements of globalization, a nation must possess the collective will of its human resources.

The rapid development of science and technology during this era has drastically altered lifestyles and ways of living, transitioning societies from pre-industrial to post-industrial states at an exponential pace. This shift necessitates the preparation of the nation's human resources, particularly through training and education. The current vision for education in Indonesia, as outlined by the government, is focused on reform, aimed at preparing the workforce for a highly competitive job market in the 2000s and beyond. The intense global competition underscores the importance of government action to acknowledge the role of education in developing competent human resources. Without such recognition, Indonesia risks falling behind other nations.

It is crucial to emphasize that the Indonesian government has not yet fully appreciated the importance of education. There is a pressing need for political will to prioritize the training initiatives currently being promoted for employees. Evidence of Indonesia's reluctance to compete in the global arena is reflected in the quality of its human resources. According to Boediono (1997), as cited by Suyanto and Hisyam (2000), Indonesia is not

adequately prepared to compete for talent in the third millennium. Many professionals lack the necessary skills to thrive in global competition. Presently, a significant portion of the workforce (53%) does not possess formal education, while 34% have completed only primary education, 11% hold postgraduate degrees, and only 2% have bachelor's degrees. Additionally, the demands of professional life necessitate long-term training for workers. Currently, only 11% of the workforce is unskilled, 52% have primary education, 32% have secondary education, and 5% are required to hold a bachelor's degree.

Specifically, as noted by Suyanto and Hisyam (2000), the quality of human resources in Indonesia remains insufficient. Therefore, it is essential to protect and enhance human resources in the context of globalization in the third millennium. According to the UNDP Human Development Report (1996), the quality of human resources in Indonesia is critically low. The report ranked Indonesia 102nd out of 175 countries, highlighting the nation's poor competitiveness in securing quality employment in the global market. By 1999, Indonesia's competitiveness further deteriorated due to economic and political crises, with no clear resolution in sight.

The preceding situation clearly indicates that Indonesia must improve its educational framework, particularly in human resource management. Effective HRM is critical for the sustainability of the nation at both macro and micro levels within organizations and institutions. In business contexts, human resource management must adopt models that leverage the full potential of human resources for organizational benefit. This includes directing investments into research and development to enhance human capital, thereby fostering positive impacts on businesses.

However, micro-level management, especially within government institutions, often differs from that in the private sector, suggesting that the ideal standards of HRM in Indonesia are still unclear. Given this background, it is necessary to establish clear standardization in human resource management practices, especially those that can yield positive investments in institutions or companies. The issue of HRM standardization appears to be a common challenge across various departments, organizations, or companies today. Furthermore, ethical considerations in HRM must be emphasized to avoid negative repercussions for society.

METHOD

This article adopts a qualitative approach and relies on literature studies. The literature review encompasses theories related to Human Resources (HR) and Organizations. The analysis is conducted not only on reputable scientific articles but also on articles from non-reputable journals. The sources of scientific articles include Academia.edu and Google Scholar.

In qualitative research, the literature review is based on methodological assumptions, with an inductive approach employed, meaning that the researcher does not formulate specific questions. The aim of this research is to describe, explain, and analyze the implementation of various aspects related to staffing.

Therefore, this study falls under the category of qualitative research with a descriptive approach. According to I Made Winartha (2006:155), the method used is analytical description. In qualitative research, the types and methods of data collection vary widely, depending on the issues at hand, the research objectives, and the type of research

subjects (Poerwandari Kristi, 2005), reflecting the openness and flexibility inherent in qualitative research.

RESULTS AND DISCUSSION

A. Definition of Organization and Human Resources

Organizations significantly impact individuals' activities, creating expectations and fulfilling the needs of those involved within them. Through membership in an organization, individuals have the opportunity to receive material or non-material rewards, or a certain level of satisfaction, which, according to organizational rules, can partially meet their personal and family needs. Organizations are conditioned within environments where community life is interconnected in various aspects.

Organizations possess the ability to renew individual attitudes, while individual attitudes can also reshape the organization by generating norms that evolve into culture over time. Essentially, organizational behavior is a field of study that analyzes factors influencing individual attitudes and interactions within the organizational context, including individual behavior, group dynamics, and organizational structure. Organizational behavior can also be seen as an approach to understand issues occurring within the organization and clearly explain what is involved in individual or group behavior, as well as the actions required to address these issues. This approach highlights the various psychological aspects of human behavior in an organizational context.

Individual behavior within an organization changes according to the organizational behavior patterns that provide direction and guidance to achieve the organization's goals, aligned with its vision and mission. For example, behavior in companies, governments, communities, educational institutions, social organizations, and various other types of organizations will vary depending on the specific characteristics and traits of each organization. The behavior of an organization is influenced by its inherent nature and characteristics, as well as by the individual behaviors of those involved. In this context, this section explores the challenges and opportunities in fostering effective organizational behavior. resources (HR) refer to individuals who play a crucial role in organizational leadership and serve as essential resources within institutions and companies. Therefore, it is vital for them to undergo training and skills development. Generally, staff at the macro level are divided into two categories. Human resources play a critical role and are essential for achieving organizational or corporate goals. HR is the most crucial element in an organization when compared to other resources, such as capital and technology, as it is people who ultimately manage these other factors.

B. Development of Human Resources in Organizations

The development of an organization involves both internal and external changes and improvements. Nonetheless, productivity relies heavily on employee performance. This means that the quality of the organization is determined by tangible changes in existing human resources and the development of human resources that contribute to organizational growth. The concept of Human Resource Development (HRD) is fundamentally about efforts to enhance competitiveness, strengthening innovative capacity to create opportunities in response to external environmental challenges, which is a primary goal of human resource management in organizations.

Human resource management is considered crucial for individuals, systems, and the organization itself. It aims to manage human resources systematically and sustainably in

order to enhance their competencies through education, training, and development programs. The general objectives of HRM include: 1) training individuals according to their skills, knowledge, and attitudes; 2) career development; 3) organizational and human development as subsystems of the organization through planning and assessment activities, such as workforce planning, performance evaluation, job analysis, and task clarification; 4) personnel management based on organizational needs and development tools; 5) aligning organizational systems and practices to anticipate risks and external factors.

The HRM concept must encompass all components of personnel life. Organizations should recognize that individuals have their own families and social lives, forming a mutual benefit. This human aspect takes precedence over labor teams, ensuring that the agency has highly qualified employees. Human resource control is stated as an essential part of effective human resource management within a company. The goal of human resource control is to foster enhanced relationships within the organization through the development, implementation, and evaluation of HR policies, approaches, and activities that optimize contributions toward achieving organizational goals. Effective human resource management recognizes four main responsibilities: acquiring, deploying, motivating, and retaining human resources. This realization emphasizes that HRM is a facet of the organization that guides personnel in human resource management with a focus on policies and systems.

HRM is generally responsible for various functions, including employee recruitment, training and development, motivation, performance evaluation, compensation, performance management, organizational development, safety, welfare, benefits, and compensation. Additionally, personal development concepts must consider employee skills so that individual performance improves and organizational goals are achieved. When personal growth is prioritized within an organization, dedicated employees are less likely to leave their jobs. Thus, this positively impacts organizational effectiveness and the achievement of organizational objectives.

C. The Influence of Human Resources on Organizations

According to various experts, human resources (HR) can be defined as the workforce that provides services or workload in production processes. HR can be characterized by quality, which refers to an individual's ability to perform work and produce goods and services within a specific timeframe (Sumarsono, 2006). Human resource planning is the process through which human resources are systematically evaluated to ensure that the necessary personnel are available and, if needed, accurately identified (Mondy R.A., 1995). The task of personnel planning (HR) involves job distribution within the company, which can determine roles, objectives, skills, and competencies required. It perfects work plans according to needs. Designing a qualitative and quantitative human resource management process is a task fraught with uncertainty for HR management, as it is influenced by predictive factors such as highly dynamic business environment trends. Companies need to possess the capability to identify technology development trends that could potentially affect the quality and quantity of their human resources in the future. Planning personnel placement efficiently and according to necessity is essential for achieving company goals. Organizational personal management is implemented with a unified goal of maximizing organizational efficiency, enhancing productivity, identifying specific needs aligned with task distribution, and ensuring organizational success. Previous researchers have investigated the effects of these variables (people or human resources and organizations),

including: (MYS, Barusman, and MR Saputra, 2013), (A Prayudi, 2018), (A Arifudin, S Sudirman, M Andri 2017).

D. The Influence of Organizational Structure on Organizations

According to experts, the purpose of organizational structure is to define how job tasks are arranged, grouped, and coordinated formally. Robbins & Hakim (2014:231) define organizational structure or organizational planning as the formal mechanism used to manage an organization. There are important factors that influence organizational structure planning, including:

1. The art of organizational management in achieving objectives
2. The technology used
3. The members (employees) and the people involved

As organizations grow, their structures become increasingly complex, necessitating the selection of the appropriate organizational structure. Organizational structure consists of:

1. Experts in task execution
2. Establishing standards for task execution
3. Arranging and coordinating tasks
4. Decision-making that can be centralized or decentralized
5. The number of employees as an indicator of workload size.

Organizing is a process of aligning organizational structures with the fundamental goals of the organization, its resources, and its environment. The main aspects of the organizational structure process chain are departmentalization and division of labor. The stages of the organizational process are as follows:

1. Allocation of tasks for all activities necessary to achieve organizational goals.
2. Dividing the workload into activities that can logically be performed by individuals.
3. Developing methods to coordinate the work of organization members into a unified and harmonious whole.

CONCLUSION

Based on the previous explanation, it can be concluded that human resources (HR) have a significant impact on organizations. The quality and competencies of individuals or HR will influence the overall effectiveness of the organization. HR plays a crucial role in the success of a company. The goal of human resources is to foster better relationships within the organization through the development, implementation, and evaluation of HR policies, procedures, and programs aimed at optimizing their contributions toward achieving organizational objectives.

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