



Challenges, definitions, and orientations of human resource management conceptions

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INFO ARTIKEL

Abstract

Keywords:

Challenges, Human Resources

In the development of organizations, there are always challenges in human resources in it. Therefore, human resource development efforts and an active managerial role are needed to face the challenges that will be experienced in an organization. In HRM challenges there are three challenges, namely environmental, organizational, and individual. The role of HRM is very important to achieve organizational goals. The concept of HRM includes three periodizations, namely mechanical thinking, peternalist thinking, and social systems thinking. Talent management has captured the attention of HR leaders as the most critical issue for HR departments. The Boston Consulting Group (BCG) and the World Federation of Personnel Management Association (WFPMA) conducted an online survey of nearly 5,000 executives and more than 200 in-depth interviews, finding evidence that talent management is at or near the top of the executive agenda in nearly 83 countries surveyed. The Chartered Institute of Personnel and Development (CIPD) conducted research in 2006 in the UK and found that the majority of respondents (87%) believe that talent management is a business priority for their organization, and almost all (94%) agree that talent management has a positive impact on the bottom line. In addition to development and active managerial roles, talent management is essential for HR departments and every organization to support performance in an organization to face HRM challenges.

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E-ISSN: 3026-0965

DOI :

INTRODUCTION

Contains relevant literature on the challenges, understanding, and orientation of the conception of human resource management. This can be searched according

to the literature in the Bibliography.

HUMAN RESOURCE MANAGEMENT CHALLENGES

A manager is an employee who also carries out management functions for the purposes of his company or organization. The role of employees at the managerial level is very important in efforts to develop Human Resource Management (HRM) in a company, without the active role of managers, a company will have difficulty in facing human resource challenges.

HRM challenges are basically divided into three, namely as follows:

1. Environmental Challenges
The organization is surrounded by an external environment which consists of various variables that are largely uncontrollable (uncontrollable) personnel decisions concerning decisions on attraction, selection, training, placement, transfer, promotion, performance appraisal, discipline, compensation, and so on must be taken with due regard to the environment and otherwise the organization has little influence.
2. Organizational Challenges
HRM challenges also come from within the organization as companies pursue multiple goals, requiring trade-offs between financial, marketing, production, personnel, and other goals. Since HRM goals are only one of the company's goals, HRM managers will face internal organizational challenges.
3. Individual Challenges
HR challenges also come from each individual involved in the company including employees. In this case, technology always has an impact on individual productivity

DEFINITION OF HUMAN RESOURCE MANAGEMENT

There is no single, universal definition of HRM. Some experts define HRM based on human management activities from recruitment to employee retirement. Some experts also define HRM based on the objectives of HRM, namely increasing productivity, achieving organizational goals, increasing employee satisfaction, and even improving company or organizational performance. Mondy and Mondy (2014) state that Human Resource Management (HRM) can be said directly human resource management is the utilization of individuals to achieve organizational goals. Basically, all managers try to get something through other people's efforts. Consequently, every manager at every level must pay attention to HRM. Every working individual will deal with HR issues in many challenges such as environmental challenges, organizational challenges, and individual challenges.

Management jobs include the following:

1. Conduct job analysis
2. Plan labor needs and recruit candidates
3. Conduct candidate selection
4. Conduct orientation (introduction to work) and training to new employees
5. Manage wages and salaries (employee compensation)
6. Provide incentives and benefits
7. Assessing performance
8. Communicate (interviewing, counseling, and disciplining).

9. Manager training and development
10. Building employee commitment

ORIENTATION OF HUMAN RESOURCE MANAGEMENT CONCEPTION

The concept of HRM undergoes continuous development, but when grouped can be summarized in 3 periodizations, namely:

1. Mechanical thinking

This thinking began with the discovery of the steam engine by James Watt (1736 - 1819) which triggered the industrial revolution in England. In this era humans were treated the same as other product factors, such as land, machinery, tools and money so that if you want to fulfill economic principles, all factors of production must be obtained at low and cheap costs. This thought reached its peak when Taylor in the early 1900s introduced the principle of work specialization and was developed by Henry Ford (1863-1947), the founder of a world-class automotive company making time and motion studies as a basis for calculating standard working time so that human work is the same as a small part of a machine that only does one small type of work.

The goal of this thinking is that by specializing, work will become efficient and thus reduce unit costs. Paradoxical to the efficiency goal of mechanized thinking, the application of this orientation causes the following problems.

1. Technological unemployment.
2. Economic security.
3. The emergence of labor organizations.
4. Reduced pride in work.

2. Reternalist thinking

This thinking stems from the displeasure of employees who are only considered as machines by employers, so that even though someone works in a large company, his knowledge of the company is only limited to his work.

Therefore, many physical (health problems) and psychological (fatigue, difficulty concentrating) complaints boil down to boredom due to similar, light and repetitive work.

So what the employer provides is only to the extent that the employee requests and feels it is necessary to provide so the key to this thinking is the mutual harmonization of the relationship between employee and employer. This thinking does not consider the benefits of a program, as long as a program is requested by employees and is still within the limits of the employer's "ability". Paternalist orientation is shown in the following.

1. The personnel program is not based on the principle of benefits.
2. It depends solely on the management.

3. Social systems thinking

After both orientations failed to overcome HR problems, there was a desire that humans have their own social system including in their work environment. The expectation of labor towards the company is proper treatment as a human being

who has human dignity as a social being. Without being asked, the company has provided an adequate amount. Workers want to be valued as their social environment develops. Therefore, there is a mutual influence between the internal and external conditions of the company.

Internal Factors	External Factors
Labor	Government
Management	Competitors
Finance	Market conditions
Marketing	Financial institutions
Production	Public opinion
And others	And others

The social system environment is transparent especially in this era of information disclosure.



1. The Inner External Environment, shown in the figure as the inner side of the figure, consists of the following elements.
 - a. Customers, in an atmosphere of intense competition the implementation of marketing strategies. Satisfying the needs and desires of customers is a condition for maintaining the survival of the company, developing and making a profit.
 - b. Competitors, SWOT analysis (Strength, Weakness, Opportunity, and Threat) and benchmarking can be used to stick to, get ahead of and even leave competitors behind in terms of product, price and service policies.
 - c. Suppliers, raw materials and auxiliary materials that arrive on time and in quantity will help efficiency efforts.
 - d. Trade unions, good cooperation with management will support a favorable atmosphere. safe, comfortable and sustainable work.
 - e. Government, adaptability to frequently changing government

- regulations is necessary.
- f. Media, publications through various existing media will greatly affect the development of the organization.
2. The External Environment Outside, shown in the figure on the outside of the figure, consists of the following elements.
- a. The economy, inflation rate, exchange rate changes, economic growth, fiscal policy will greatly affect the development of the organization
 - b. Politics, childish political turmoil that results in riots and chaos will be detrimental to the development of the organization.
 - c. Social, beliefs, religions, values, attitudes, views, and patterns of life that exist in society must be realized by management in implementing its policies.
 - d. Technology, the development of technology sometimes kills other businesses. Therefore, management must be good at reading the direction of technological development.

TALENT MANAGEMENT

Today, HRM leaders' attention is focused on talent management as the most critical issue for HR departments around the world. A study conducted by the Boston Consulting Group (BCG) and the World Federation of Personnel Management Association (WFPMA), including an online survey of nearly 5,000 executives and more than 200 in-depth interviews, found evidence that talent management is at or near the top of the executive agenda in nearly 83 countries surveyed (Beardwell and Claydon, 2010).

Similarly, research from the Chartered Institute of Personnel and Development (CIPD) conducted in 2006 in the UK found that the majority of respondents (87%) believe that talent management is a business priority for their organization, and almost all (94%) agree that talent management has a positive impact on the organization's bottom line. The term talent management was first used by the McKinsey Group in the late 1990s when they warned of a "war for talent" due to the shortage of potential talent. The word talent itself is often interpreted as natural skill or expertise. Therefore, one is said to be talented when one can make a difference to the performance of the organization.

Thus, talent management is defined as the use of an integrated set of activities to ensure that the organization attracts, retains, motivates and develops the talented people it needs now and in the future. The aim is to secure the flow of talent, given that talent is a great corporate resource (Armstrong, 2006 in Beardwell and Claydon, 2010).

Meanwhile, CPID (2006) defines talent management as the systematic attraction, retention, identification, development, engagement, retention, and deployment of individuals who have high potential and special value to the organization. The problem is that it is not easy to get talented people. Special efforts and strategies are needed when recruiting and selecting so that the company really finds talented people.

CONCLUSION

In a company, without the active role of managers, a company will have difficulty in facing the challenges of human resources. There is no single, universal definition of HRM. Some experts define HRM based on human management activities ranging from recruitment to employee retirement. Some experts also define HRM based on the objectives of HRM, namely increasing productivity, achieving organizational goals, increasing employee satisfaction, and even improving the performance of the company or organization

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