

## The Role of Human Resource Management in Organizations

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### ABSTRACT

The role of human resource management in organizations in the Kartasura sub-district has been well designed and implemented in accordance with the needs of the region and the residents of Kartasura. The purpose of this research is to find out how the role of human resource management in the Kartasura sub-district is carried out. This research was conducted using qualitative methods such as observation, interviews, and literature review studies. The role of human resource management itself is divided into three. First, in administration, the Kartasura sub-district is responsible for carrying out the work program activities that have been designed. Second, operational and advocacy roles are carried out to control employees so that they can contribute well so that the work carried out can run effectively and efficiently. Third is the strategic role of human resources that must be carried out to support the work program that will be carried out. With the existence of a strategy in the work program that will be carried out, it is hoped that it can provide results that are in accordance with the goals desired by the company or organization.

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### INTRODUCTION

Human resource management is the process of solving various problems within the scope of employees, workers, managers, and other workers to be able to support human resource activities, organizations, or companies to achieve predetermined goals (Beatus et al., 2012). According to Hasibuan (2019), HR management is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees, and society. Basically, the role of HR in a company or organization is a major factor in determining the development of the company or organization as a driving force in achieving the goals of the company or organization (Putri et al., 2022). According to Kansil (2011), the kelurahan is the working area of the lurah as a district or city regional apparatus. Therefore, the Kartasura urban village is a regional device that organizes government affairs, empowerment, community services, and environmental peace and order in the Kartasura area.

Each Kartasura urban village employee has their own duties in carrying out the role of HR management in developing and improving the quality of the Kartasura community in order to compete with other communities. The human resources selected to become urban village employees are people who have high personal qualities and can compete with people who want to apply to become urban village employees. Therefore, many young people are interested in applying to become Kelurahan employees throughout Indonesia. Nowadays, many young people want to develop their potential, such as by gaining knowledge, experience, and skills to build a bright future. They are also initiated by the desire to devote themselves to the community and are interested in learning in the fields of education, environment, and building a social economy. Therefore, when the government conducts open recruitment (oprec), there are always many young people who run to become urban village employees.

In carrying out the role of HR management, there will definitely be obstacles and challenges that occur, so HR management must continue to change and develop. HR management includes all managerial decisions and practices that directly affect HR (Masyithah, 2022). Therefore, HR management is needed to increase the effectiveness of HR in the company or organization. According to Bianca (2018), the overall role of HR management is to suggest how to strategically manage workers as business resources. This includes managing recruitment and hiring employees, coordinating benefits, training, and employee development strategies (Sudiantini et al., 2023). HR management is a very important investment for a company or organization because, even though the company's processes are supported by sophisticated technological equipment, the standard of performance of the company or organization will still depend on how existing human resources are able to manage and utilize all the potential that exists in the company or organization (Pabalik et al., 2019).

Based on the opinions of these experts, HR management is the process of planning, organizing, implementing, and controlling HR in a company or organization to achieve goals effectively and efficiently. The role of HR management is indispensable in companies and organizations, as well as in the Kartasura urban village, which carries out empowerment and services and creates peace and order in the Kartasura area. People who will become Kelurahan employees must have superior personal qualities and broad knowledge and insights. The existence of HR management in the Kartasura urban village is expected to overcome problems that interfere with the development and improvement of the quality of human resources in the Kartasura area.

The role of HR management in company or organization development is very important and has also been explained by several scientists. According to Mathis & Jackson (2006), HR management is designing a management system to ensure that human talent is empowered and influences the organization's goals. According to Ajabar (2020), HR management is an activity that is attempted to trigger, improve, motivate, and maintain good performance in the organization. In line with Ajabar's (2020) previous explanation, according to Mangkunegara (2013), HR management is the management and utilization of existing resources for individual employees. According to the three scientists regarding the definition of HR management, it can be explained that the role of HR management has three roles. First, there is the role of administration and record-keeping, in which HR management estimates the economic condition in general and the development of the company or organization in particular and determines the number of quality and effective placement of workers in accordance with the company's needs based on job descriptions,

job specifications, and job evaluations. Second, the operational and advocacy roles of employees, where In this role, HR management carries out effective and efficient HR management processes to achieve company or organization goals and closely monitors labor laws and remuneration policies. Third, HR management carries out education, training, and employee performance assessments as a strategy related to human capital (Maratade & Mandey, 2016).

There are many company or organization factors in developing human resources; these factors include internal factors and external factors. The internal factors are: 1). company or organization mission and objectives; 2). goal achievement strategies; 3). nature and type of activity; and 4). technology used. Apart from that, external factors are: 1). government policy; 2). socio-cultural society; and 3). the development of science. These factors will later influence human resource development between the Kartasura sub-district and Kartasura residents. Therefore, Kartasura sub-district and Kartasura residents must be able to work together in carrying out human resource development in order to create superior and competent human resources that can compete with changing times and increasingly sophisticated technology. (Supriyadi et al., 2020).

According to this statement, researchers are interested in researching, examining, and examining the role of human resource management in the Kartasura sub-district. This is interesting to study because the Kartasura sub-district is one of the government institutions that has an important role in developing human resources in the community. The aim of this research is to provide benefits for sub-district employees and help them understand the role of human resource management in Kartasura sub-district. Not only that, this research also aims to provide information to the wider community about the importance of developing oneself to become superior human resources. It cannot be denied that whatever the organization, whatever the company, it requires the role of superior human resources who are able to work and help achieve organizational goals. This research also serves as reference material for further research.

## **METHODS**

This type of research is descriptive qualitative field research, namely a data analysis method that determines, interprets, and classifies data or information about the role of HR management in the Kartasura sub-district. (Zaman et al., 2022). The qualitative method was chosen because it has the potential to obtain deeper and more comprehensive results regarding the research problem. Research was conducted directly in the field to analyze the role of HR management in the Kartasura sub-district.

The approach used in this research uses a qualitative approach. A qualitative approach is defined as an approach that creates information, writing, and behavior based on what is observed (Anamil Rizki et al., 2023). In this research, the methods used were observation, interviews, and documentary review. Sugiyono (2013) explains that interviews are used as a data collection technique to identify problems that need to be studied and to obtain a deeper understanding from informants. The primary goal is to uncover meaning, context, and complexity in the situation under study rather than measure variables quantitatively (Hardani et al., 2020). With this qualitative research, we can describe the role of HR management in the Kartasura sub-district office in detail, review how human resources are needed in implementing HR management in companies or organizations, and find out how

optimal the company or organization's HR management is in carrying out its duties to produce superior human resources who can work efficiently, effectively, and productively (Taufan, 2018). The informant for this research is Tri Astanta Susila, a sub-district employee in Kartasura sub-district.

## **RESULTS AND DISCUSSION**

### **A. The Role of Administration and Record Administration**

Companies or organizations really need the role of HR because humans play an important role in carrying out company or organization activities. HR is very important for companies or organizations because it can increase their efficiency, effectiveness, and productivity, as well as help them achieve their goals. HR management is a science or method of how to manage the relationships and roles of resources owned by individuals optimally so that a goal is achieved. With HR management, the company or organization is expected to be able to obtain superior human resources who are able to work optimally and help in achieving the company or organization's goals (Samsuni, 2023).

In company or organization HR management, the role of administration and record-keeping is intended to regulate employees to have deeper knowledge in the field of administration, with good administration supported by good facilities and infrastructure that can help employees in mapping and formulating resolution strategies effectively and efficiently. HR management also carries out HR planning to ensure that the company or organization has the right number of people with the right skills who will work for the company or organization at the right time so that the company or organization can achieve its goals. The aim of HR planning is to ensure the company or organization has enough people with the required skills, increase the effectiveness and efficiency of the people used, and increase the morale of the company or organization's employees (Syamsurizal, 2016).

HR management carries out planning by establishing staffing programs. Apart from that, HR management also carries out organization to organize all employees by determining the division of work, work relationships, delegation of authority, integration, and coordination in the organizational chart. Job analysis is needed as part of a company effort to streamline and optimize the company's or organization's resources, including human resources. In carrying out HR management, you will definitely not escape the obstacles and challenges faced by employees in carrying out their duties. These obstacles and challenges can come from outside or within the company or organization; therefore, an evaluation analysis is needed of all personnel programs that have been implemented by employees to minimize the occurrence of problems in carrying out personnel programs that will be implemented next.

*"In overcoming these challenges and obstacles, the Kartasura sub-district provides motivation to Kartasura residents by conducting skills mastery training in accordance with technological developments, meeting the required facilities, and improving the quality of human resources for Kartasura residents so they can compete." (Interview with Tri Astanta, as HRD on September 19, 2023).*

From this statement, it can be understood that in facing challenges and obstacles in developing human resources, the Kartasura sub-district overcomes them by providing motivation to Kartasura residents to continue trying. Apart from that, Kartasura sub-district also provides skills mastery training in accordance with technological developments so that Kartasura residents can keep up with current developments. Kartasura Subdistrict must also

provide facilities in the form of facilities and infrastructure needed by residents to improve the quality of the human resources of Kartasura residents who are superior and able to compete.

In order to achieve success in developing human resources, the Kartasura sub-district must also carry out other activities that can improve the peace and order of Kartasura residents, such as increasing the income of Kartasura residents. Kartasura Subdistrict can develop the existing human resources of Kartasura residents according to their abilities and potential (Reza Muhammad). According to Isniar Budiarti (2018), HR development is an effort to improve employees' technical, theoretical, conceptual and moral abilities in accordance with job requirements through education and training.

*"There is guidance to improve MSMEs, for example tofu production in the Purwogondo area, CFD activities, and providing good service to Kartasura residents." (Interview with Tri Astanta, on September 19, 2023).*

It can be concluded that Kartasura Village has carried out a work program by creating MSMEs and CFDs that are run by Kartasura residents according to their capabilities and promoting the results of MSMEs on social media or by word of mouth to increase the income of Kartasura residents.

*"Kartasura sub-district employees or employees are appointed directly by the Regent from civil servants who have fulfilled the specified requirements. Meanwhile, civil servants are appointed after passing the CPNS period." (Interview with Tri Astanta, on September 19, 2023).*

To become an employee or employee in Kartasura sub-district, candidates must first take the CPNS test and then be selected to be appointed as civil servants who have met the specified requirements.

Apart from that, employees who will work in the Kartasura sub-district will be appointed directly by the Regent. According to Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, ASN employees are civil servants and government employees with a work agreement who are appointed by the official civil service supervisor and assigned to a government position or assigned to another state and paid based on statutory regulations (Syauket et al., 2017). Likewise with sub-districts, according to Government Regulation Number 73 of 2005, the sub-district head is the leader of the work environment in the sub-district area under the sub-district, and a sub-district head must be responsible to the sub-district head.

*"Provide freedom to officers or employees in carrying out their duties, maintain employee behavior by enforcing discipline, and increase employee work ethic in carrying out their duties." (Interview with Tri Astanta, on September 19, 2023).*

We can conclude that the method taken by the Kartasura sub-district is so that employees or employees can carry out their duties well by providing freedom for employees or employees in accordance with existing policies in the sub-district, maintaining the behavior of employees or employees by enforcing discipline, and increasing the work ethic of employees so that the objectives of the program carried out by the Kartasura sub-district occurred. Basically, the tasks given by the Kartasura sub-district to employees are in accordance with the work program that has been designed and the abilities of each employee working. So if

there are problems in carrying out work programs or between employees, employee performance evaluations can be carried out.

*"By attracting investors, developing MSMEs for Kartasura residents, building facilities and infrastructure in the Kartasura area, and improving the quality of human resources for Kartasura residents (Interview with Tri Astanta, on September 19, 2023).*

Kartasura Subdistrict is taking several steps to attract investors to develop Kartasura residents' MSMEs in order to further increase the income earned by Kartasura residents. Apart from that, the Kartasura sub-district is also building facilities and infrastructure in the Kartasura area to support the MSMEs of Kartasura residents and improve the quality of the residents' human resources so they can compete with other wider communities.

### **B. Operational Roles and Employee Advocacy**

Companies or organizations really need the operational and advocacy role of HR. According to Susanto Jayadi (2022), operations are an activity carried out to change form and create and add value to a good or service using existing human resources and other supporting activities. The role of employee advocacy is to manage employee or employee commitment and contribution to efforts to achieve company goals (Syauket et al., 2017). Employees or employees at any level and with whatever skills they have, but if they are angry or disappointed, they will not contribute optimally to efforts to achieve the company or organization's goals, and they will not work with the company or organization for long. Therefore, HR management is obliged to manage so that employees are not angry or disappointed and can contribute optimally to the company or organization (Abdullah, 2017).

*"Make policies that must be adhered to by officers and employees, divide employee tasks according to their abilities (skills), and improve the quality of employees in providing services to the citizens of Surakarta." (Interview with Tri Astanta, on September 19, 2023).*

Quoting from the results of the interview, we can draw the conclusion that the Kartasura sub-district makes policies that must be obeyed by employees or employees so that the work program that has been designed can be implemented by the Kartasura sub-district in accordance with the target of improving the welfare of Kartasura residents. The Kartasura sub-district also divides the duties of the employees or employees according to their fields and abilities, as well as improving the quality of employees or employees in providing services to Kartasura residents.

In general, Kartasura sub-district will provide the best possible service to serve all the interests of Kartasura residents and help to resolve problems that occur. According to Robert (2016), public service is all forms of public service activities carried out by central government agencies in the regions and within state-owned or regional enterprises in goods or services, both in the context of efforts to meet community needs and in the context of implementing.

*"Improve the best possible employee service to Kartasura residents, build and maintain existing facilities and infrastructure, improve order and peace among Kartasura residents, and utilize technology appropriately." (Interview with Tri Astanta, on September 19, 2023).*

We can conclude that the Kartasura sub-district is making efforts to increase development in the Kartasura area by providing the best possible service to residents, building and maintaining facilities and infrastructure in the Kartasura area that are still lacking, improving order and tranquility for Kartasura residents so that conflicts do not occur that are detrimental to the Kartasura area, and utilizing existing technology appropriately.

Deviance by employees or employees abusing their position can also occur in the Kartasura sub-district. This could be an interesting topic if it really happened. "Employees who commit deviations will have the consequence of being expelled from their position; employees who are absent three times will also be expelled from their position; and employees who arrive late will have the consequence of having their allowances cut" (Interview with Tri Astanta, on September 19, 2023). As stated in the statement, if someone deviates and abuses their position for personal gain, it harms many parties. So, the employee will suffer the consequences of being expelled or fired from their position and work. Apart from that, employees or employees who fail to be absent three times will be subject to the consequence of being expelled or fired from their job and position, and employees or employees who are late coming to the office will be subject to the consequence of having their allowances cut.

### **C. Role as Human Resource Strategy**

The role of HR strategy in companies or organizations is very much needed to control, plan, and manage HR. HR is a strategic factor in all organizational or company activities. According to David (2010), strategy is a way to achieve long-term goals. Strategy can be in the form of geographic expansion, diversification, acquisition, human resource development, and rationalization of employees. According to Tjiptono (2011), strategy can be defined based on two different perspectives, namely from the perspective of what the organization wants to do and from the perspective of what the organization ultimately does. From the understanding of the scientists above, it can be concluded that strategy is a planning process carried out by a company or organization with several considerations of internal and external factors in the organization or company to achieve the desired goals so that it is able to outperform its competitors.(Muhammad Rizqi, 2022).

In carrying out an optimal HR strategy, human resources are needed who have broad knowledge and a forward-looking outlook. Kartasura sub-district carries out management of sub-district employees or employees to continue to hone their existing abilities and competencies to support the strategies that will be used in carrying out work programs that have been designed by Kartasura sub-district.

*"The Kartasura sub-district itself does not collaborate with other organizations. Meanwhile, the assistance that will be given to Kartasura residents will be directly from the Social Service or the Center, which will then be handed over to the Kartasura sub-district to be distributed to Kartasura residents who are entitled to receive it.(Interview with Tri Astanta, September 19, 2023).*

From this quote, it can be concluded that the Kartasura sub-district does not collaborate with any organization or company. Because basically all the assistance that will be given to Kartasura residents will come directly from the Social or Central Service, which will then be handed over by the Kartasura sub-district to Kartasura residents who are entitled to receive this assistance. The assistance provided by the Social Service is for residents who are

economically disadvantaged. This management strategy is carried out to reduce the level of poverty that occurs in the Kartasura area and ensure a prosperous life for residents.

The strategy that will be implemented must be thought out in detail so that there are no misunderstandings or problems. Kartasura Subdistrict has several work programs that will be carried out to progress the Kartasura area into an area that has the potential to become a developed area that has superior human resources and good and complete facilities and infrastructure. (Zulfah, 2020).

*"Dividing employee tasks in accordance with the work program and targets that will be carried out by the Kartasura sub-district and dividing employee tasks according to their field of work." (Interview with Tri Astanta, on September 19, 2023).*

From this, we can draw the conclusion that, by dividing employee or employee tasks in accordance with the work program and targets that will be carried out by the Kartasura sub-district, as well as in accordance with the areas of ability mastered, it can provide effective and efficient employee or employee performance, as well as achieving the desired goals. desired. If the work program can be implemented in accordance with the HR management strategy that has been determined, it will produce results that will have a good impact on the Kartasura sub-district and also the residents of Kartasura, as well as bring progress to the Kartasura area to become one of the areas that has superior human resources that can be relied upon.

## **CONCLUSIONS**

The role of HR management in the organization in Kartasura village has been well designed and implemented according to the needs required by the region and the residents of Kartasura. The role of HR management itself is divided into three. First, in administration, the Kartasura urban village is responsible for carrying out work program activities that have been designed. Second, the operational and advocacy roles are carried out to control employees so that they can contribute well and the work carried out can run effectively and efficiently. Third, the role of HR strategy that must be carried out to support the work program to be carried out is expected to produce results in accordance with the objectives desired by the company or organization. Hopefully the research we have done can provide insight to readers regarding the role of HR management in the Kartasura village.

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