SOCIOLOGICAL JURISPRUDENCE

PROBLEMS AND CHALLENGES EMPOWERING HUMAN RESOURCES (HR) IN COMPANY ORGANIZATION IN GLOBALISATION ERA

I Nyoman Putu Budiartha*,

Faculty of Law, Warmadewa University, Denpasar, Bali

*E-mail: budiarthaputu59@gmail.com

Abstract

Existence of Human resources (HR) as a worker is very important in the company because in addition as wrong one element in a company organization that helps business activities as well as an input element or input along with other elements in the process production either in the form of services or goods through the management process in the form output or output. Without any human resources or workers within the company, it is impossible that the company can move and run in producing goods and services in an effort to achieve company goals. There are several problems and challenges for HR workers in companies in the global era where the problems encountered can include: the competence of workers in global competition, population growth and unemployment widened the diversity of the world of work that requires creative innovation and organizational management issues and professionalism, labor protection, social and environmental responsibility. The company's future challenges can be internal challenges in the form of financial, sales, service, production and industrial relations of workers and as external challenges of technological advancement, global political economy and socio-cultural.

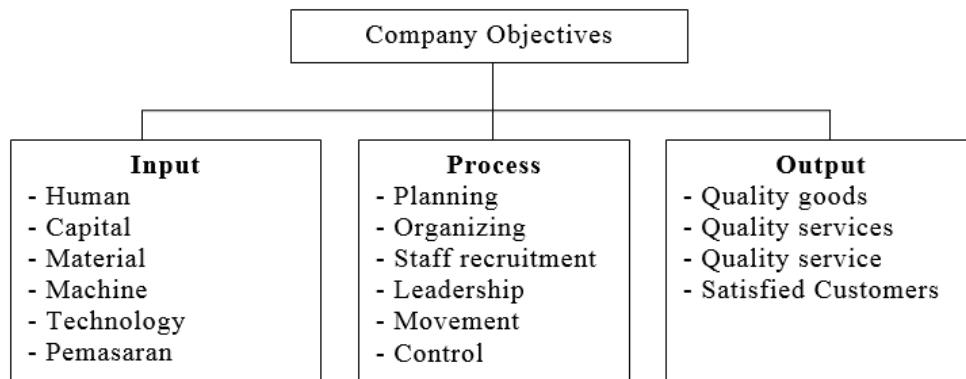**Keywords:** Law, human resources, globalization

I. INTRODUCTION

The globalization era which is marked by the rapid flow of information and the rapid mobility of people, capital, goods and services, the nature of dependence and at the same time a sharp and competitive competition among nations increasingly visible as well. The problem of the labor force, in this era of globalization will sustainably change rapidly and dynamically. This change will be even more diversive when women, minority work groups, and old workers flood the workforce.

The era of globalization that began in the 21st century, is essentially a challenge for Human Resources Management (HRM), since the 21st century was the era for human resource competition among nations. Therefore the duty of HR management is improve the quality of human resources thoroughly. The quality of this HR management includes: moral/spiritual quality, intellectual quality, and physical quality so as to be able to face the challenges of the future.

Human beings as human resources play crucial role in the company as they are responsible for providing supports to the company through the dedication, talent, creativity, encouragement and real role that is observable in every company or in the organization, such as entrepreneurs, as workers (employees), as a manager or leader, as a commissioner, and as an owner.

Without the human element within the company, it is impossible a company can movable to achieve the desired goals. Thus, HR is someone who is ready, the people who are ready: willing able to contribute to organizational goals (H. Veithzal Rivai dan Ella Jauvani Sagala, 2009: 6). In addition, HR is also one of the inputs elements along with other elements, such as: capital, materials, machinery, and methods/technology transformed through management processes into outputs in the form of goods and services in an effort to achieve company goals.

```
                        ┌─────────────────────────┐
                        │    Company Objectives    │
                        └─────────────────────────┘
                                    │
        ┌───────────────────────────┼───────────────────────────┐
┌─────────────────┐      ┌─────────────────────┐      ┌─────────────────────┐
│      Input       │      │      Process         │      │      Output          │
│ - Human          │      │ - Planning           │      │ - Quality goods      │
│ - Capital        │      │ - Organizing         │      │ - Quality services   │
│ - Material       │      │ - Staff recruitment  │      │ - Quality service    │
│ - Machine        │      │ - Leadership         │      │ - Satisfied Customers│
│ - Technology     │      │ - Movement           │      │                      │
│ - Pemasaran      │      │ - Control            │      │                      │
└─────────────────┘      └─────────────────────┘      └─────────────────────┘
```

HR needs to be managed well and professionally in order to create a balance between the needs of HR with the demands and progress of the company's business. The balance is the key to the company's success to keep growing productively and reasonably. The development of the company's business is totally depended on the productivity of labors within the company.

If the management/empowerment of HR can be done in a professional way, HR is expected to can work productively. Professionally system of HR management should be started at the process recruitment; selection, and classification and placement should be in accordance with the ability, upgrading/training and career development. In a company, the above system is absolutely necessary. It would odd if in there are many HR, who potentially have high capability, but do not have the ability and opportunity to excel in work in a company. However, this may happen, perhaps as a result of an inappropriate position, or perhaps because of a non-supportive work environment, which may make a person less calm at work. What a loss a company that has human resources that have high potential but not able to work productively. Thus it can be ascertained that humans are the main factor as business capital that need to be considered by the company.

Humans are born with a thousand and one problems, complex, unique, complicated to be understood due to natural differences one to another but not so if compared to machine or other work equipment. Unlike the problems encountered on the machine which will be easy to overcome or repaired, the problems that occur with humans are complicated, so the problems that occur in HR require expertise to overcome.

To resolve issues related to HR, in this case workers or employees of the company need to put various expertssuch as those who are in the field of management, law, and psychology. These experts are usually placed in the HR Department, so by having adequate expertise in the company, harmonious work environment can be created. These experts can provide assistance to the placement of HR in accordance with their skills and abilities that are able to improve the company's performance, HR motivation, work discipline, the set of staff salary, wages, and other compensation in a fair and appropriate way according to position, educational expertise and responsibility. Furthermore, the work performance of HR is evaluated continuously, where each of them is given the opportunity to develop career and ability optimally. Thus, the company's work productivity can be achieved and ultimately the company's performance can be improved from time to time.

II. DISCUSSION

A. Problems Of Hr In The Company

In a company environment, the HR department is an open system and is influenced by the environment in which they live. Two of the most significant environmental problems faced by HR managers/leaders and departments are international HR management and government issues. International HR management issues and strategic point of view of many companies are formed through competitive pressure from foreign competitors. Government issues are seen through laws and regulations, which have a strong impact. Other affecting governmental issues are compensation, occupational safety and health and labor relations (Viethzal Rivai and Ella Jauvani Sagala, 2009: 20).

HR issues in relation to the company can be identified both internal and external company issues that are unreleased from the problems of international HR management and government issues.

1. Global Competition Issue

Global competition puts pressure on all companies within an industry to try to be more productive. The

awareness of that in the global economic era every company has been put in the same position because globalization era, as an unbound era, accompanied by intense competition, heavy, and fast, needs accurate calculations in all aspects. In addition, it is only the companies that are able to enhance efficiency, effectiveness and productivity that will succeed in global competition. The global era as an economic, all protections and subsidies that may have been accepted by some business actors (business) are omitted. Regarding this, each company can provide anticipation by minimizing the risk, such reducing the cost of production (cost labor) by outsourcing or offshoring (Amin Wijaya Tunggal, 2008: 16-17).

2) Problems of Population Growth and Unemployment

Population growth has far exceeded the growth of the availability of employment opportunities. In the last five years national unemployment exceeded 11.6 million people, closed unemployement was 30 million people from labor supply over 106.9 million people (Gunarto Suhardi, 2006: 2). The impact of high population growth and unemployment is the low appreciation of employers against workers by providing inadequate rewards (unfair and decent wages and treatment). Not to mention faced with the demands of high professionalism from the company that rarely/limited owned by workers.

3) Problems of Field Work Diversity

Field work diversity includes the diversity of cultures and attitudes, the diversity of immigration and migration, and the diversity of the working groups (H. Veithzal Rivai and Ella Jauvanisagala, 2001: 20)

a) Cultural diversity and attitude; the diversity of labor is influenced by cultural values and norms that develop in society. The cultural diversity of the workforce will be crucial when they behave, so there is a need for intensive efforts to unite cultures with the bond that any problems arise in the work will put the interests of the company first. This diversity of cultures and attitudes is actually an asset for the company, so that it will get positive results and only with imagination and innovation, especially in businesses whose companies are engaged in art, design, and other similar businesses.

b) The diversity of immigration and migration, the diversity of labor that comes from cross-border immigration or from migration within a country also affects the company's work patterns. By neglecting various national policies, the greatest diversity of these conditions occurs in cities or regions that have global access due to the trade and tourism advances. In this case learning process among existing workers through technology transfer will be obtained, so it will enrich the treasures and insights.

c) Diversity of work clusters; the problem of the diversity of the workforce is enormous in international HR management. The key to their success is how well HR policies can be intergrated and implemented. The diversity increases as well as foreign labor is transferred to the company's home country, this diversity also increases as jobs are moved to other countries (offshoring).

4) Organizational Problems

Problems within the company where workers are sheltered often appear, such as financial goals, sales, services, productions, workers, and other purposes. Since HR objectives are only of one goal set among many objectives that exist in front of top management, HR managers and professionals must confront problems while maintaining a balance of attention to other needs. Organizational development needs to be done comprehensively, taking into account the needs of the company and able to anticipate the global economy. A very important issue that needs to be considered is that the organization formed should be tailored to the needs of the company. The most vulnerable issues that arise in organizational company are union issues, information systems problems (access to external environments), company culture issues and conflicts. Thus the organization within a company is a very supportive component for the achievement of the company's vision and mission in facing and anticipating various competitions, both at local and global level (Johannes Ibrahim, 2006: 1).

5) Problems of Profesionalism

Professionalism is another issue for HR management. HR management skills are also important for many organizations and communities that should not be ignored. Outside and in-company issues require practitioners that are at least qualified for standards, for example through certification issued by the association by establishing certification standards and quality. The test criteria that ensure minimum level of competence between them are established by professionalits. The comprehensive test forms are that concern the topics of: 1) compensation; 2) allowances; 3) workers and labor relations; 4) selection and placement; 5) training and development; 6)

occupational health, safety and security; 7) management practices (H. Veithzal Rivai and Ella Jauvani Sagala, 2009: 23).

6) Problems of Government

Through legislative empowerment, the government has a direct and immediate impact on HR managers and functions. Government involvement in employment relations is intended to achieve the gerenal public goals through the abolition of practices that are considered contrary to government policy. Policies that are perceived to be fair and impartial to workers with employers (the company) are something that the government should continue to strive for, so that there will be a peace of mind and work.

## 7) Problem of Labor Protection (Workers' Normative Rights)

In consideration of Constitution Number 13 Year 2003 on Manpower stated that in the implementation of national development, labor has a very important role and position as the perpetrator and the purpose of development. For that reason, labor protection is intended to guarantee the basic rights of workers and ensure equal opportunity and treatment without discrimination on any ground to realize the welfare of workers and their families while maintaining the progress of the business world (Hidayat Muharam, 2006: v)

a) Decent wages; this is very reciprocal effect with the productivity of the company. Appropriate wages should be in line with the basic needs of workers that include: food, clothing, boards (housing) and other needs such as: entertainment, holiday, holiday and leave. The items or components of wages should be referred to in the determination of the Regional Minimum Wage (RMW), so that between workers and firms synergize in balance, harmony and sustainability.

b) *Jamsostek* (Social Insurance for Private Sector Workers); which is stipulated in Article 18 of Law No. 3 of 1992 on *Jamsostek* includes: Insurance of health, safety and employment injury, pension, and death. *Jamsostek* is a form of welfare that provides protection for the consequences of workers in doing the job or employment relationship. The employment relationship covers any issues that affect the relationship between the employer and the employee, especially since the relationship affects labor conditions. In this regard, occupational health and safety is at the heart of labor conditions. In this case the performance of the implementation of the safety program can be a good indicator to describe the state of industrial relations. Conversely, a good labor relationship can generate high safety performance (John Ridley, 2008: 72).

8) Issues of Social and Environmental Responsibility

Social and environmental responsibilities are set forth in Article 74 of the Law of Limited Liability Companies (Law No. 40 Year 2007). Corporate Social Responsibility (CSR) is a global trend in line with the increasingly widespread concern and awareness of the company put the stakeholders first. The issue of CSR is also inseparable from corporate governance based on Good Corporate Governance (GCG) principles, which include transparent principles, independence, accountability, responsibility, and fairness. CSR is a concept that the organization, in particular (but not only) the company is responsible for consumers, workers, shareholders, community and the environment in all aspects of company operations (Jamin Ginting, 2007: 95). CSR is closely linked to sustainable development, where there is an argument that a company in carrying out its activities must base its decisions not solely on the basis of mere profit factors, such as only profits and dividends, but also based on social and environmental consequences, both for now and for long-term.

The actual issues of human resources within a company that include: 1) the problem of global competition; 2) problems of population growth and unemployment; 3) the problem of cultural uniformity and attitude (ethics) of the world of work; 4) organizational issues; 5) professional issues; 6) government problems; 7) labor protection issues; and 8) issues of social and environmental responsibility as described above can be listened through the
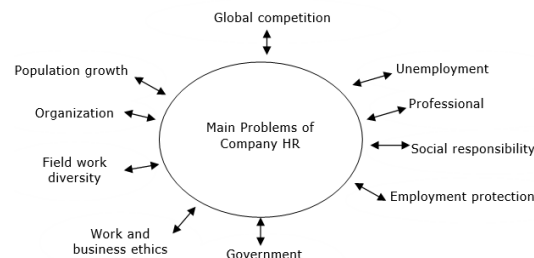
following figure.

B. CHALLENGE OF HR MANAGEMENT IN THE COMPANY

Human Resource Management as a system with internal and external scope. What is internal is everything related to the implementation of HR management functions, while the external is the factors that are beyond the scope of management control capabilities. This external character is partly a threat as well as a challenge to pursue anticipation in the framework of achieving company goals. Nevertheless, some others can be a factor supporting the implementation of HR management functions.

The obvious challenge for HR management lies in the unique nature of the resources used. HR is not like other resources, because humans react to their environment in the most sensitive way and do not always fit in the way they want. Therefore, to measure productivity and assessment of the quality of human resource output can be done easily through appropriate planning and control techniques.

In addition, an era of information that is accelerating and changing will encourage a person or group to become more competitive. Trends such as globalization and technological innovation demand changes in the way organizations are managed. Every organization today is demanded to grapple with revolutionary trends such as: production acceleration, technological change, global competition, deregulation, demographic changes and trends to the service society and the information age. These trends have changed the playing field that requires every organization (company) to compete. This is where a strong HR management practice is required.

The many pressures of today's global environment demand more roles from the organization's management policies. If a company wants to maintain its effectiveness, it must formulate its HR policies to incorporate its long-term perspectives with regard to corporate achievements, community needs, and interpersonal well-being. In short, the company's organization must link its HR management policy with its policy strategy (H. veithzal Rivai and Ella Jauvani Sagala, 2009: 26).

External stakeholder interests such as union interests and situational factors such as the local labor market can affect various HR management policies. These policies actually have consequences for the company itself which in turn resonates both from the outside and from within. There are two challenges that exist in corporate HR management that are challenges of the internal and external environment.

1. External Challenges

External challenges can be grouped into 5 (five), namely: (1) technology sector; (2) economic sector; (3) the socio-cultural sector; (4) the political sector; and (5) the international sector. These five sectors are in practice often related and interplaying with each other (Ibid, pp. 26-27).

Technological sophistication has a business impact, which is more productive, effective, and efficient in the management of the company, so as to improve the ability to compete, especially in entering the free competition in the era of globalization. In the economic sector has become a change that is the change of lifestyle and consumption patterns of society that reflected on changes in the development of a country's economic sector. In the sociocultural sector, there is a shift in the paradigm of the industry shifting to services, resulting in an increase in what is seized with white collar workers who prioritize professionalism in work. In addition, the influence of the political sector is also of great significance to the management of human resources, as a result of the rapid development in the public sector, resulting in an increase in the number of human resources who want to work in the political sector / political party which promises the future of life quickly. While the international sector, that human resource management should have broad access in the era of globalization and responsive to the development of global business, so that human resources can come and go, from home and abroad.

o anticipate the company's external challenges as mentioned above, any decision on the use of human resources should take into account every environmental factor, so there is no other choice for leaders other than proactively anticipating any environmental change that poses new challenges.

2. Internal Challenges

Internal challenges are internal challenges arising from the existence of human resources that pursue the trade off, including: financial, sales, finance, service, production, and others. Besides that it is faced with unions, an increasingly open information system and corporate organizational culture (Ibid, pp. 27-28).

General Managers/managers and human resources must be able to confront internal challenges by maintaining a balance of needs fulfillment. In addition, the company also helps to avoid conflict between human resources as well as trying to avoid other conflicts. Nevertheless, even if a conflict arises in the event of a dispute or dispute, it must first be settled on a familial and/or non-litigation basis, then by litigation in accordance with applicable law.

If the dispute occurs between workers and employers, it should refer to Law No. 2 Year 2004 on Industrial Relations Dispute Settlement.

III.CONCLUSION

The problem for companies in the global era as an era without boundaries is facing increasingly fierce competition but also can survive in the global economy. This depends on the company's performance. To get to the stage of survival, because the future of all human resources are faced with challenges and threats, it is required that every company to be able to create a diverse organizational form and in addition is required to be able to manage the company more efficient, effective and productive. The future is a time when every company will depend heavily on quality management and human resources, without neglecting other resources.

To create high quality and highly skilled human resources management, it is necessary to strive for every opportunity to awaken to all HR management to always improve the quality of human resource management in various areas of expertise as one of the efforts to advance the company's business activities.

Every effort and policy to be taken by company should always refers to improve the quality of human resource management as well as pay attention to the parties concerned to the company, such as: owner, workers, government, customer and management.

REFERENCES

Ginting, Jamin, 2007, *Hukum Perseroan Terbatas (UU No. 40 Tahun 2007),* Cintra Aditya Bakti, Bandung.

Ibrahim, Johannes, 2006, *Hukum Organisasi Perusahaan Pola Kemitraan dan Badan Hukum,* Refika Aditama, Bandung.

Muharam, Hidayat, 2006, *Panduan Memahami Hukum Ketenagakerjaan serta Pelaksanaannya di Indonesia,* Citra Aditya Bakti, Bandung.

Ridley, John, 2008, *Ikhtisar Kesehatan dan Keselamatan Kerja,* Alih Bahasa Soni Astranto, Edisi Ketiga, PT. Gelora Aksara Pratama, Jakarta.

Rivai, Veitzal, H, dan Ella Jauvani Sagala, 2009, *Manajemen Sumber Daya Manusia untuk Perusahaan Dari Teori ke Praktek,* Rajawali Press, Jakarta.

Suhardi, Gunarto, 2006, *Perlindungan Hukum Bagi Para Pekerja Kontrak Outsourcing,* Univ. Atmajaya, Yogyakarta.

Widjaya Tunggal, Amin, 2008, *Outsourcing Konsepdan Kasus,* Harvarindo, Jakarta.

Undang-Undang Nomor 13 Tahun 2003 tentang Ketenagakerjaan.

Undang-Undang Nomor 3 Tahun 1992 tentang Jaminan Sosial Tenaga Kerja.

Undang-Undang Nomor 2 Tahun 2004 tentang Penyelesaian Perselisihan Hubungan Industrial.

Undang-Undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas.