

Teori dan Komponen Esensial Manajemen Sumber Daya Manusia

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Pokok Bahasan

- The assumptions of human resources theories
- Classical/Scientific Management
- Administrative Management and the Bureaucratic Organization
- Behavioral School of Management
- Humanistic Theories of Organizations
- Other Management Perspectives
- Teori Dasar Lain

Pokok Bahasan 1:

THE ASSUMPTIONS OF HUMAN RESOURCES THEORIES

The assumptions of human resources theories...

1. organizations exist to serve human needs

2. organizations and people need each other

salaries

ideas

opportunities

energy

careers

talent

3. the fit of people and organization is critical

an inappropriate fit can lead to
exploitation or victimization by people
and/or the organization

Using human resources theory...

effective managers and leaders are

...catalysts
...servants

whose primary concerns are

...support
...empowerment

Pokok Bahasan 2:

**CLASSICAL/SCIENTIFIC
MANAGEMENT**

Classical/Scientific Management

- Basic Assumption - workers are motivated by pay
- Organizations viewed in mechanistic fashion – workers as “cogs in the machine” you turn it on, you turn it off
- Organization strives to maximize output with minimum investment; efficiency/productivity
- Standardization and planning are key

Classical/Scientific Management

- Key invention of Scientific Management – the Time Clock
- Language of Scientific Management - Chain of Command, Division of Labor, Management decides, labor enacts, Management Prerogatives.
- Frederick Winslow Taylor - 1911 -**design of work based upon time/motion studies**, produced formulas, etc. to reduce work to a science, standardized tools and routines, matched employee with job – application of scientific method to the workplace (was he a hero??)

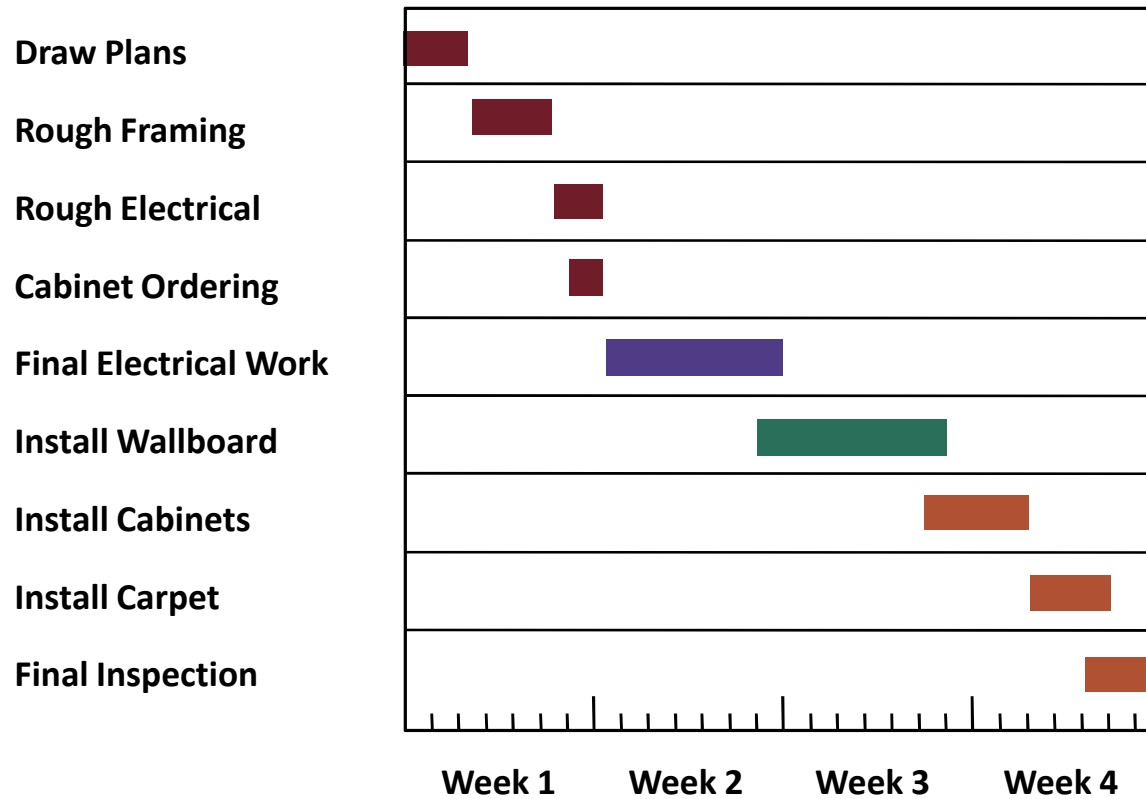
The Classical School of Management Thought and Practice

- The Scientific Management Movement
 - Management which conducts a business or affairs by standards established by facts or truths gained through **systematic observation, experiment, or reasoning**.
 - Focused on increasing labor **efficiency and productivity** primarily by managing the work of employees in the organization's technical core (i.e., shop floor).
 - Characterized by close forms of **supervision and control-oriented** management practices.

Scientific Management Pioneers (cont'd)

- Henry Gantt (1861–1919)
 - Developed the *Gantt* chart to summarize work activities and identify those tasks that should be performed simultaneously or sequentially.
 - Advocated a minimum-wage-based incentive system and bonuses for work above and beyond the expected standard by employees.
 - Proposed a bonus system for supervisors to encourage them to manage subordinates effectively.

Gantt Chart for Classic Home Contractors



Source: Adapted from J. G. Monks, 1982. *Operations management: Theory and problems*. New York: McGraw-Hill, 549.

FIGURE 2-2

Contributions and Limitations of the Classical School

Contributions

- Prescriptions for how to manage organizations
- Search for “one best way” to manage to lead to greater organizational efficiency
- Spurred additional research into management and organizational systems

Limitations

- Limited view of employees as resources **without social needs**
- Pursuit of “one best way” (universal principles) to manage
- “Control-oriented” approach creates an inflexible, mechanistic organization

Pokok Bahasan 3:

**ADMINISTRATIVE MANAGEMENT AND
THE BUREAUCRATIC ORGANIZATION**

Administrative Management and the Bureaucratic Organization

- Organizations were viewed as **giant machines** created to achieve goals.
- A basic set of universal **laws**, or **principles** should govern organization design and allow managers to run those “machines” **effectively**.

Administrative Management (cont'd)

- Henri Fayol (1841–1925)
 - Believed that all managers perform five managerial functions:
 - Planning
 - Organizing
 - Commanding
 - Coordinating
 - Controlling

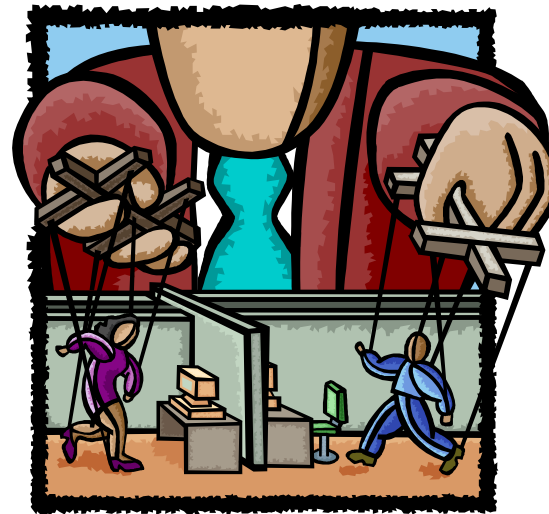


Fayol's Fourteen Principles

1. Division of labor
2. Authority
3. Discipline
4. Unity of command
5. Unity of direction
6. Subordination of individual interest for common good
7. Remuneration
8. Centralization
9. Scalar chain
10. Order
11. Equity
12. Stability of tenure
13. Initiative
14. Esprit de corps

The Bureaucratic Organization

- Max Weber (1864–1920)
 - Envisioned an organization managed on an impersonal and rational basis.
 - Goals of the bureaucratic model:
 - Speed
 - Precision
 - Order
 - Unambiguity
 - Continuity
 - Predictability



Structure of the Bureaucratic Model

- Division of labor (functional specialization)
- Well-defined hierarchy of authority (centralization of authority)
- Systems of rules for employees and work procedures
- Impersonal organizational relationships
- Selection and promotion solely on competence
- Career employment and well-defined promotion path to top of organization
- Organizational transactions extensively documented

Pokok Bahasan 4:

BEHAVIORAL SCHOOL OF MANAGEMENT

Behavioral School of Management

- An organization was viewed as a **social system** of people-to-people and people-to-work networks in which employees have both social needs and the desire to make meaningful contributions toward the accomplishment of organizational goals.



Behavioral School Contributors

- Robert Owen (1771–1858)
 - Progressive industrialist who recognized **need for good overall management** of an organization's human resources.
- Hugo Munsterberg (1863–1916)
 - Father of industrial psychology and its use to enhance **organizational effectiveness**.
- Walter Dill Scott (1869–1955)
 - Advocated improving **employee attitudes and motivation** as a means to increase worker productivity.

Behavioral School Contributors (cont'd)

- Mary Parker Follett (1868–1933)
 - Asserted that managers' **influence and power** should flow from their **knowledge and skill**.
- Chester Barnard (1886–1961)
 - Provided insight into the concept of formal (consciously created) and informal (spontaneous) organizations within firms.

The Human Relations Model



A management model that views the employee as socially motivated and operates from the assumption that a social need-satisfied worker is a productive worker.

The Behavioral Science Influence

- Behavioral science movement
 - A movement that stressed the need to conduct a systematic and controlled field and laboratory studies of workers and **their motivation, attitudes, and behavior.**
 - Introduced the growth model of the employee.
 - The movement eventually gave rise to organizational behavior as a discipline.

Behavioral Science Contributors

- Abraham Maslow (1908–1970)
 - Identified sets of basic human needs and suggested that they could be arranged in a hierarchy based on their importance to the individual.
- Douglas McGregor (1906–1964)
 - Developed the Theory X (traditional—negative—management approach) and Theory Y (positive management approach) to workers and work motivation.

Behavioral Science Contributors (cont'd)

- Chris Argyris
 - Believed that the conflict between mature individuals and bureaucratic organizations could be avoided by the development of open and flexible organizations.
- Rensis Likert
 - Stressed teamwork and a group approach to organizational design and management, which he called System 4.

Contributions and Limitations of the Behavioral School

Contributions

- Raised awareness of the need to design **open, flexible organizations**
- Introduced the growth **needs model** of the employee

Limitations

- Lacks a language for communicating its ideas to managers
- Haven't gotten top management's attention and respect
- Persistence in the belief that there is "one best way" to manage

Dominant Features of the Behavioral Model

Involvement-oriented management practices

Organic organization design

organization is a social system (human community)

involvement-oriented organization

flexible structure

dynamic tasks, loosely defined

consultative communications

authority flows from knowledge
and expertise vs. position

low levels of standardization

extensive use of groups/teams

open system

Model of the employee

human relations movement—social being

human resource movement—growth being



Table 2–3

Motivation Theories & Workplace Outcomes: A Contingency Approach

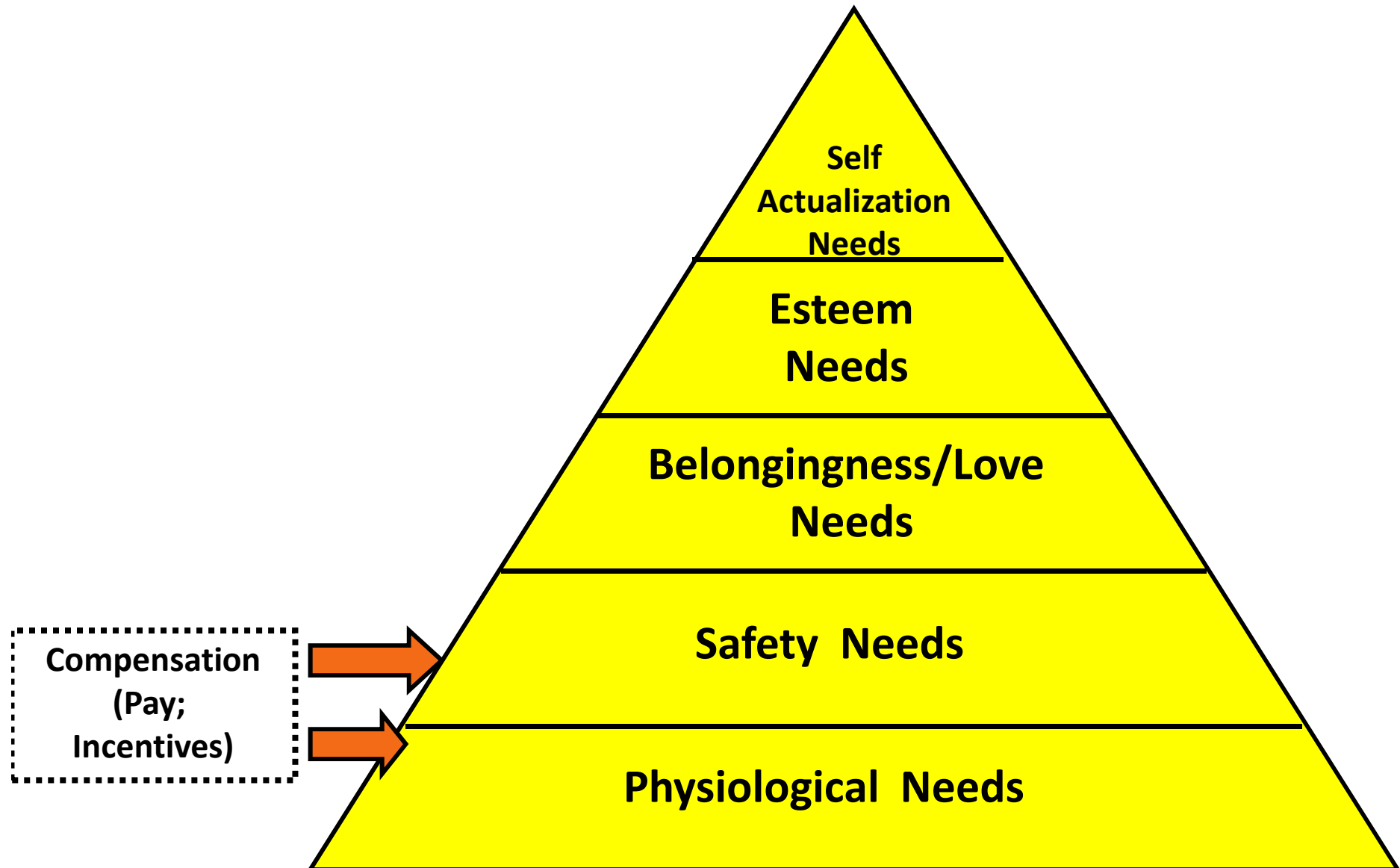
Source: Kreitner & Kinicki (1998; p. 192)

Outcome of Interest	MOTIVATION THEORIES					
	Need	Reinforcement	Equity	Expectancy	Goal Setting	Job Characteristic
Choice to pursue a course of action				X		
Effort	X	X	X	X	X	X
Performance		X	X		X	X
Satisfaction	X		X			X
Absenteeism		X	X			X
Turnover		X	X	X		X

NEED THEORIES OF MOTIVATION

- Maslow's Need Hierarchy Theory
- Two-Factor Theory (Herzberg)
- Acquired Needs Theory (McClelland)

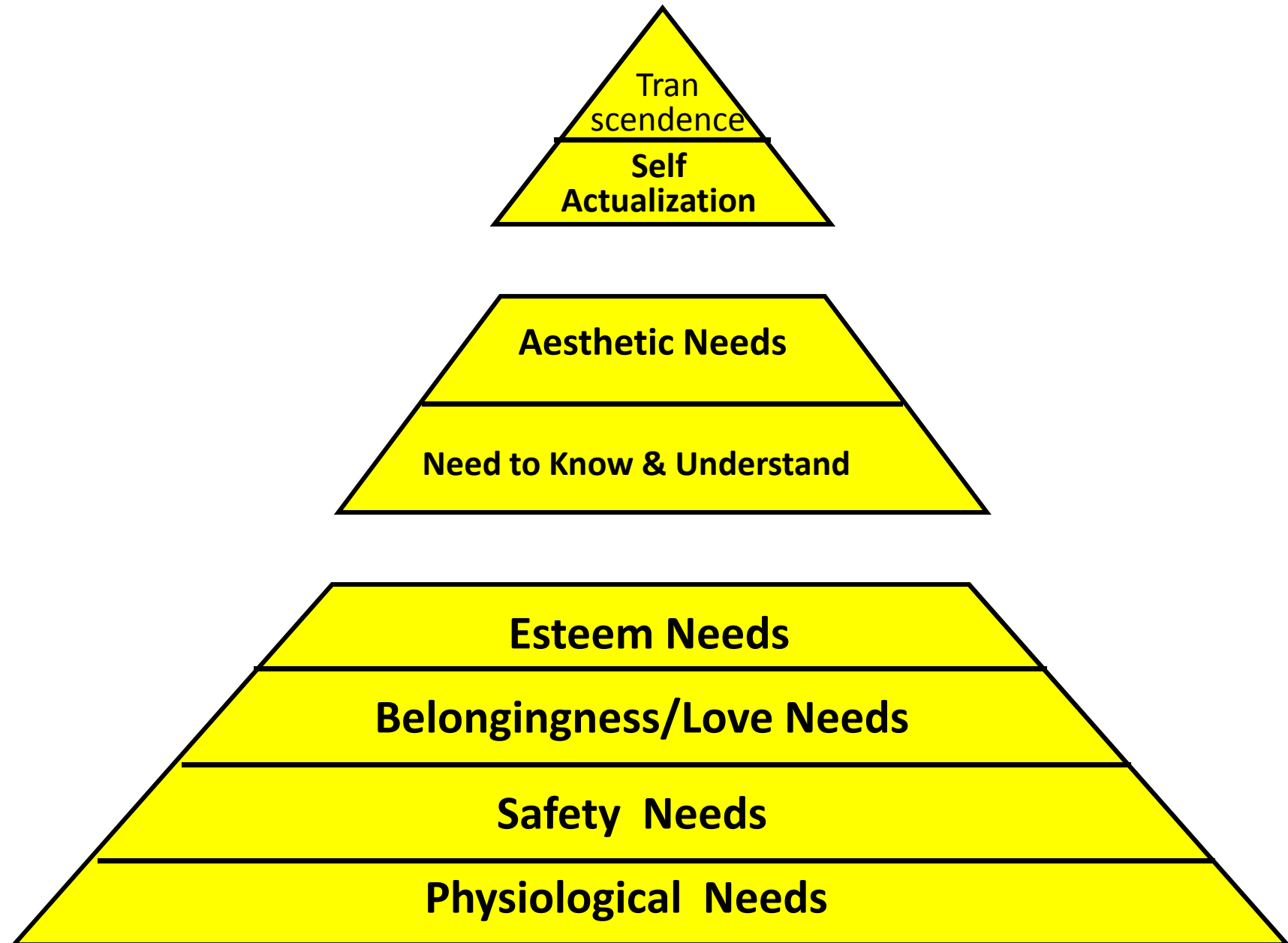
MASLOW'S HIERARCHY OF NEEDS



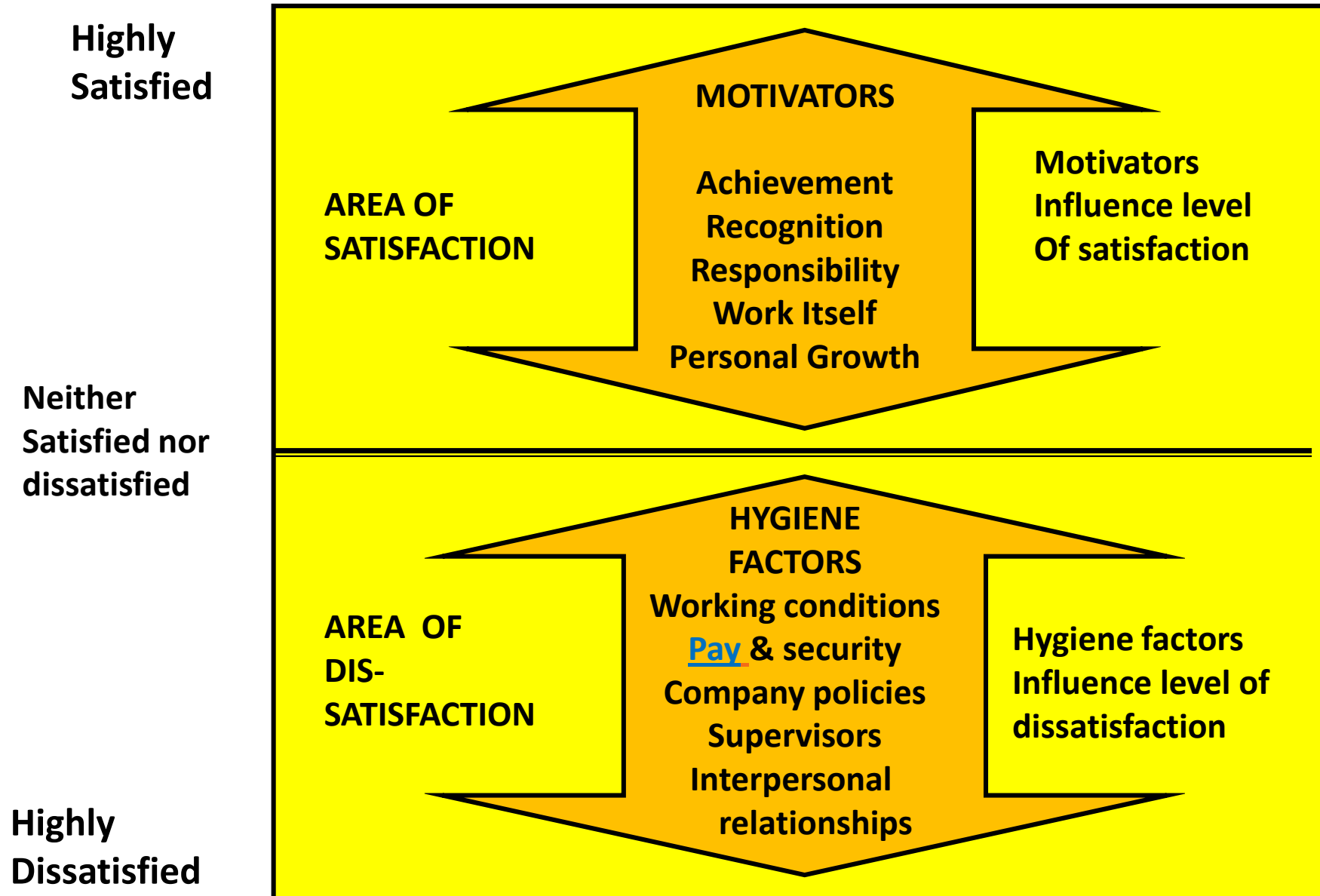
MENURUT MASLOW

- KOMPENSASI (GAJI, INSENTIF KEUANGAN)
BERADA DI LEVEL TERBAWAH DARI HIERARKI
- JADI TIDAK MEMPENGARUHI MOTIVASI
- BERSIFAT EXTRINSIKS

NEW MODEL OF MASLOW'S HIERARCHY OF NEEDS



HERZBERG'S TWO-FACTOR THEORY



MENURUT HERZBERG

- GAJI ATAU KENAIKAN GAJI TIDAK AKAN MENINGKATKAN MOTIVASI
- TAPI, JIKA GAJI TIDAK CUKUP (TIDAK SESUAI DENGAN HARAPAN), AKAN MENIMBULKAN KETIDAKPUASAN
- GAJI CUKUP = **Neither Satisfied nor dissatisfied**

Acquired Needs Theory (McClelland)

3 needs can be acquired:

- Need for Achievement
- Need for Affiliation
- Need for Power

Diskusi: TIDAK TERKAIT LANGSUNG DENGAN
HUBUNGAN KOMPENSASI - MOTIVASI

REINFORCEMENT THEORY

Skinner

- Looks at the relationship between BEHAVIOR & its CONSEQUENCES by changing or modifying follower's on the job behavior through the appropriate use of immediate REWARDS or PUNISHMENTS
- BEHAVIOR MODIFICATION: the law of effect
- 4 Cara: Positive & Negative Reinforcement; Punishment; Extinction
- Diskusi: HUBUNGAN KOMPENSASI - MOTIVASI

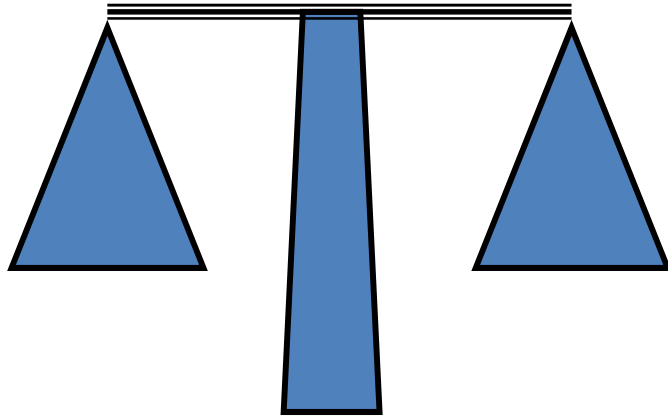
ADAM'S EQUITY THEORY OF MOTIVATION

- A Model of Motivation that explains how people strive for FAIRNESS & JUSTICE in social exchanges or give-and-take relationship
- Employee-Employer exchange components: INPUTS & OUTCOMES
- INPUTS: Time, education/training, experience, skills, creativity, seniority, loyalty, age, personality traits, effort expended, personal appearance
- OUTCOMES: pay/bonuses, fringe benefits, challenging assignments, job security, career advancements/promotions, status symbols, recognition, etc

ADAM'S EQUITY THEORY OF MOTIVATION

Self

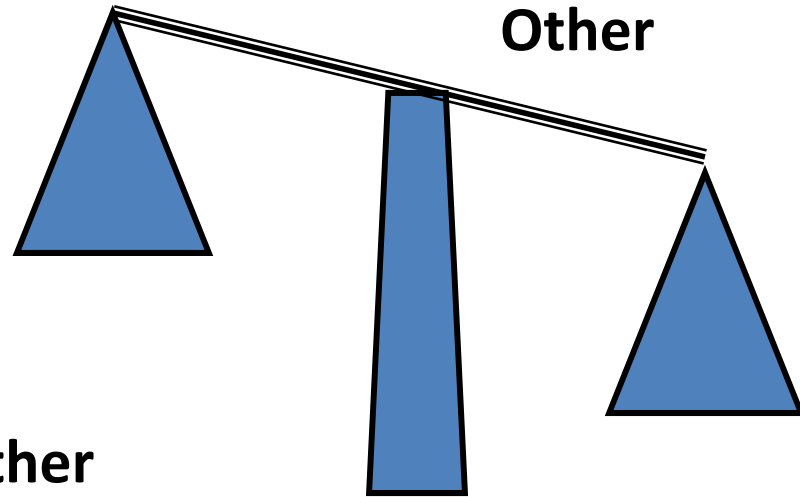
Other



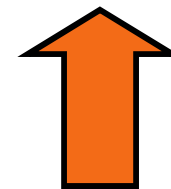
An Equitable Situation

Self

Other

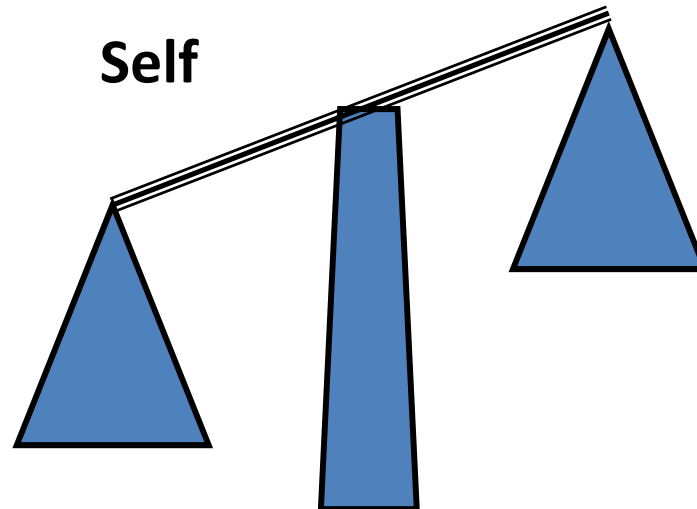


Negative Inequity



Other

Self



Positive Inequity

**EQUITY =
RATIO OF
OUTCOMES
TO INPUTS**

Expanded the Concept of Equity

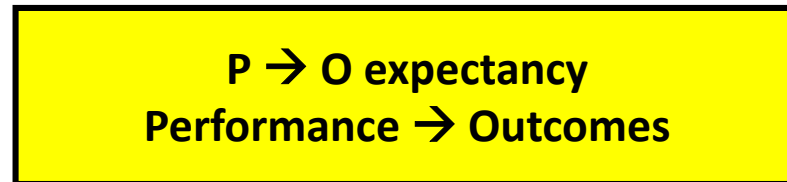
- Distributive Justice
- Procedural Justice
- External Equity (pekerjaan A vs pekerjaan A di organisasi lain)
- Internal Equity (pekerjaan A vs pekerjaan B dalam satu organisasi)
- Individual Equity (pekerjaan A vs pekerjaan A dalam satu organisasi)

Diskusi: HUBUNGAN KOMPENSASI – MOTIVASI & KEPUASAN

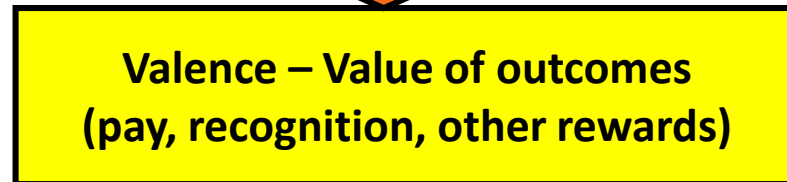
VROOM'S EXPECTANCY THEORY



**Will putting effort into
The task lead to the
Desired performance?**



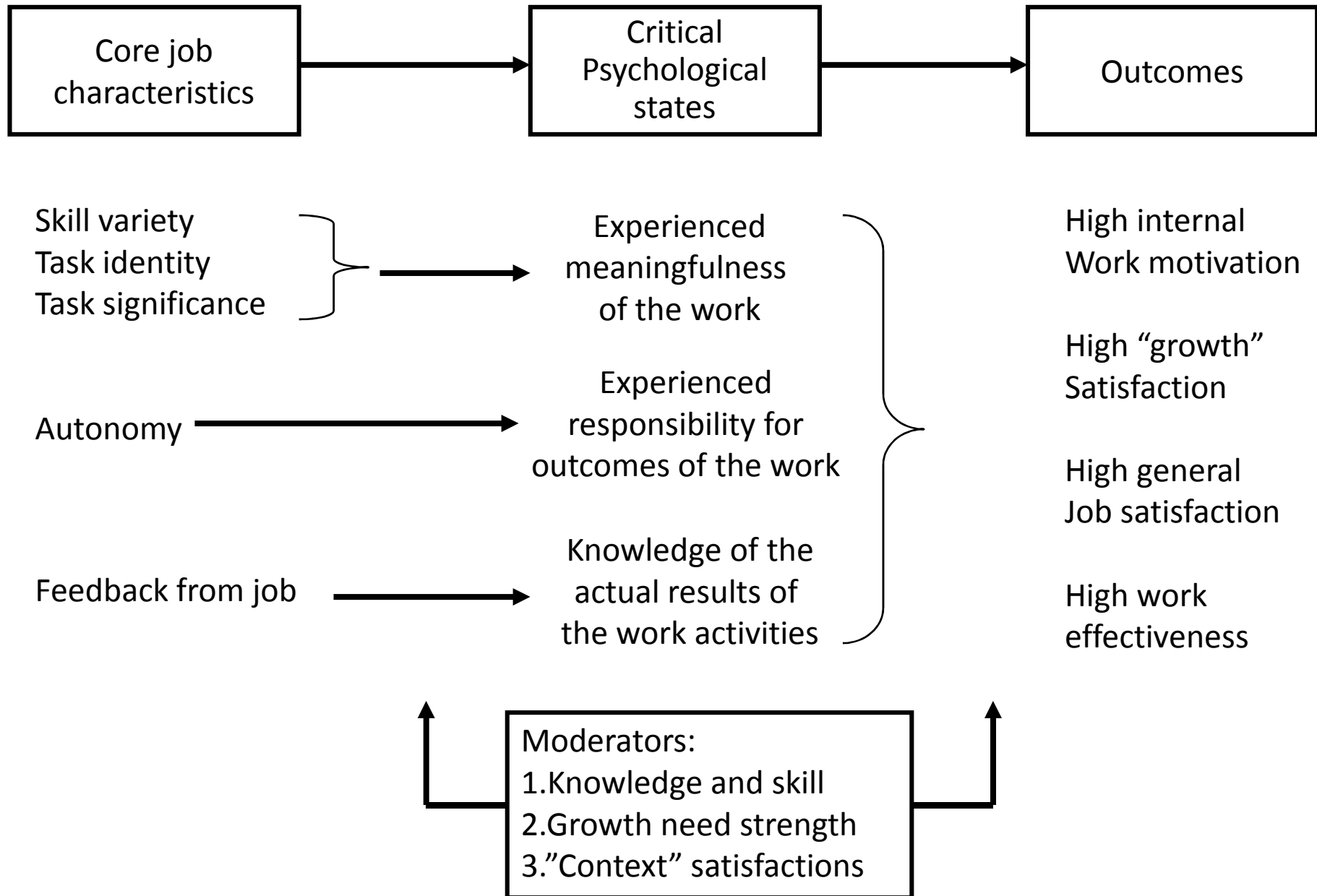
**Will high performance
Lead to the desired
Outcome?**



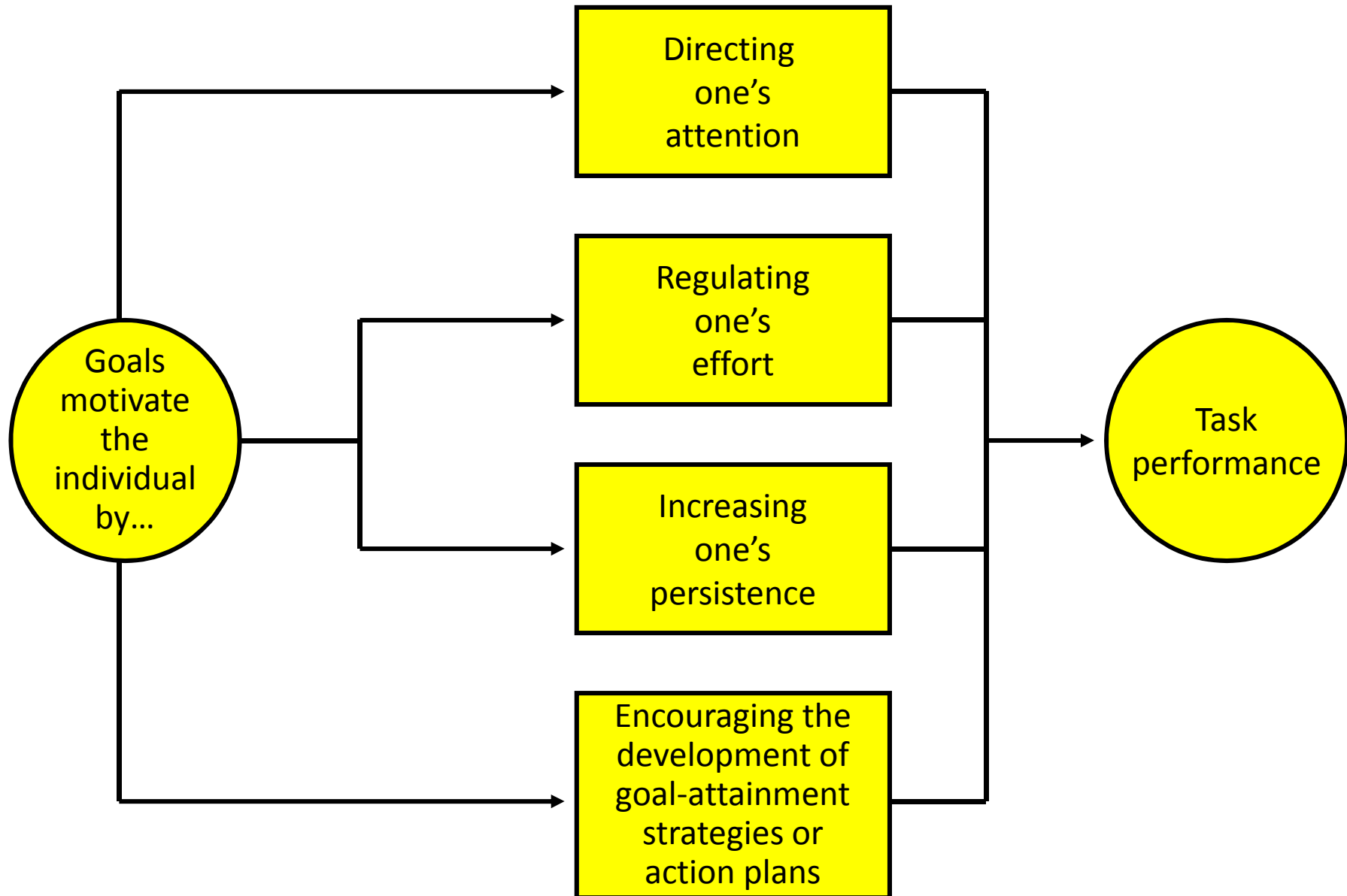
**Are the available outcomes
Highly valued?**



THE JOB CHARACTERISTIC MODEL



Locke's Model of Goal Setting



Pokok Bahasan 5:

HUMANISTIC THEORIES OF ORGANIZATIONS

- Humanistic Theories of Organizations
 - Human Relations Theory
 - The Hawthorne Studies
 - Chester Barnard
 - McGregor's Theory X and Theory Y

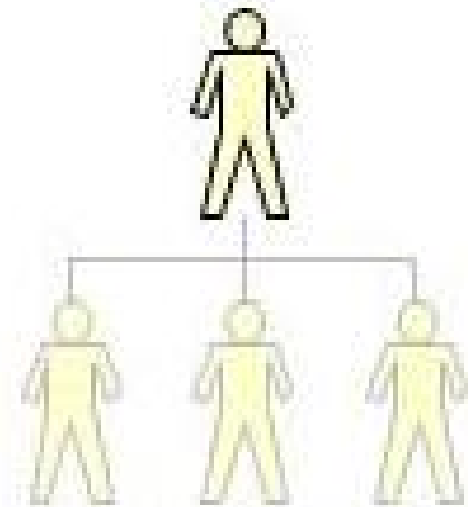
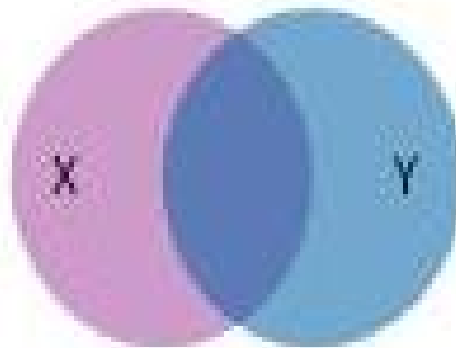
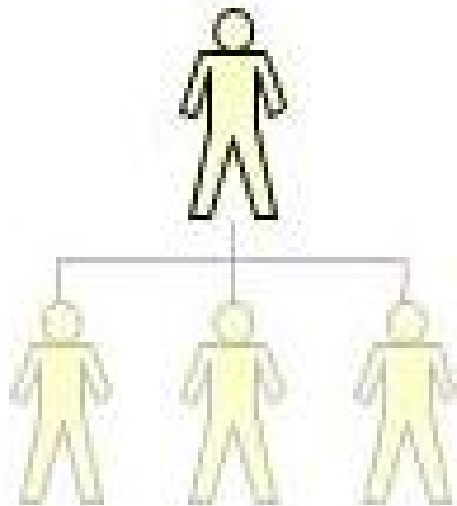
The Hawthorne Studies

- Worker productivity studies (1924–1933) carried out at Western Electric.
 - Focused on the relationship of workers' productivity and changes in their work environment.
 - Strongly influenced by behavioral management theory.
 - Researchers concluded that social factors were powerful determinants of worker productivity.
 - Results were inconsistent with expectations: Productivity improved under adverse conditions.
 - Informal work groups with leaders and norms
 - “Rate busters” and “chiselers”



McGregor's Theory X and Y

www.learnmanagement2.com



Theory X Management

Believe employees

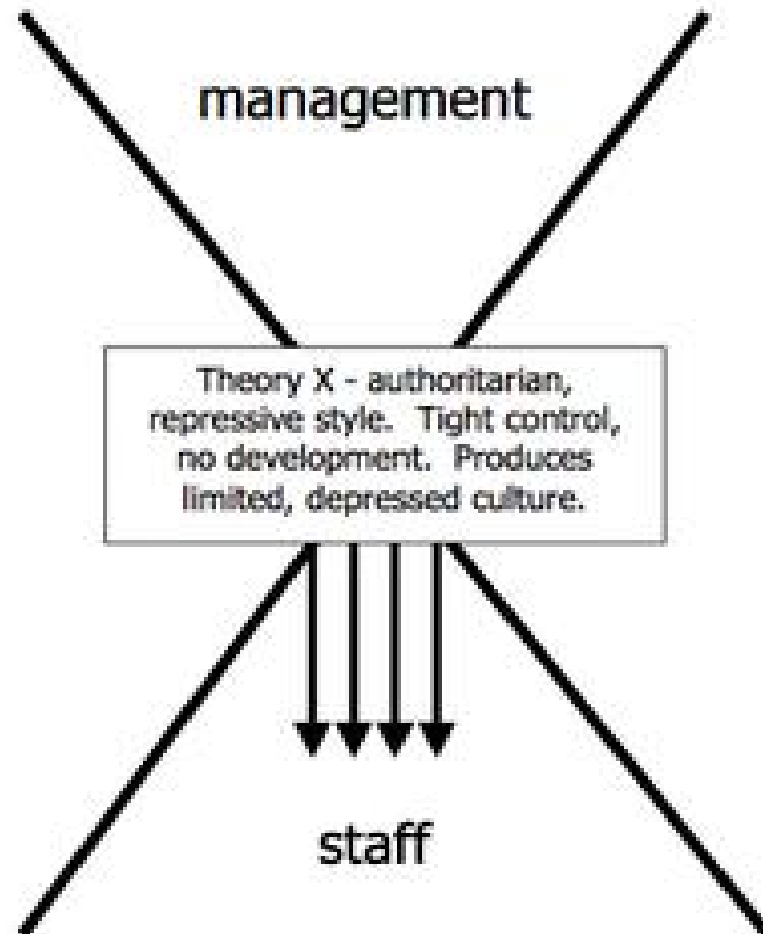
1. Are lazy
2. Resist Change
3. Do not like responsibility
4. Need pay incentives or threats
5. Disloyal

Theory Y Management

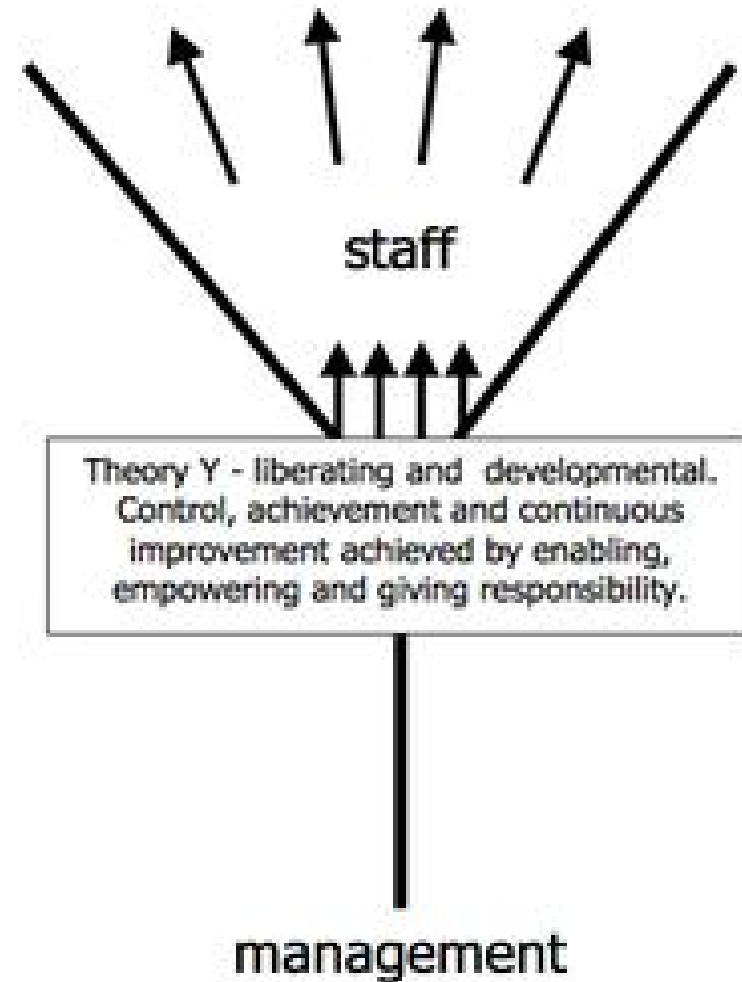
Believe employees

1. Are motivated
2. Open to Change
3. Can handle responsibility
4. Prefer rewards over threats
5. Are loyal

'Theory X'



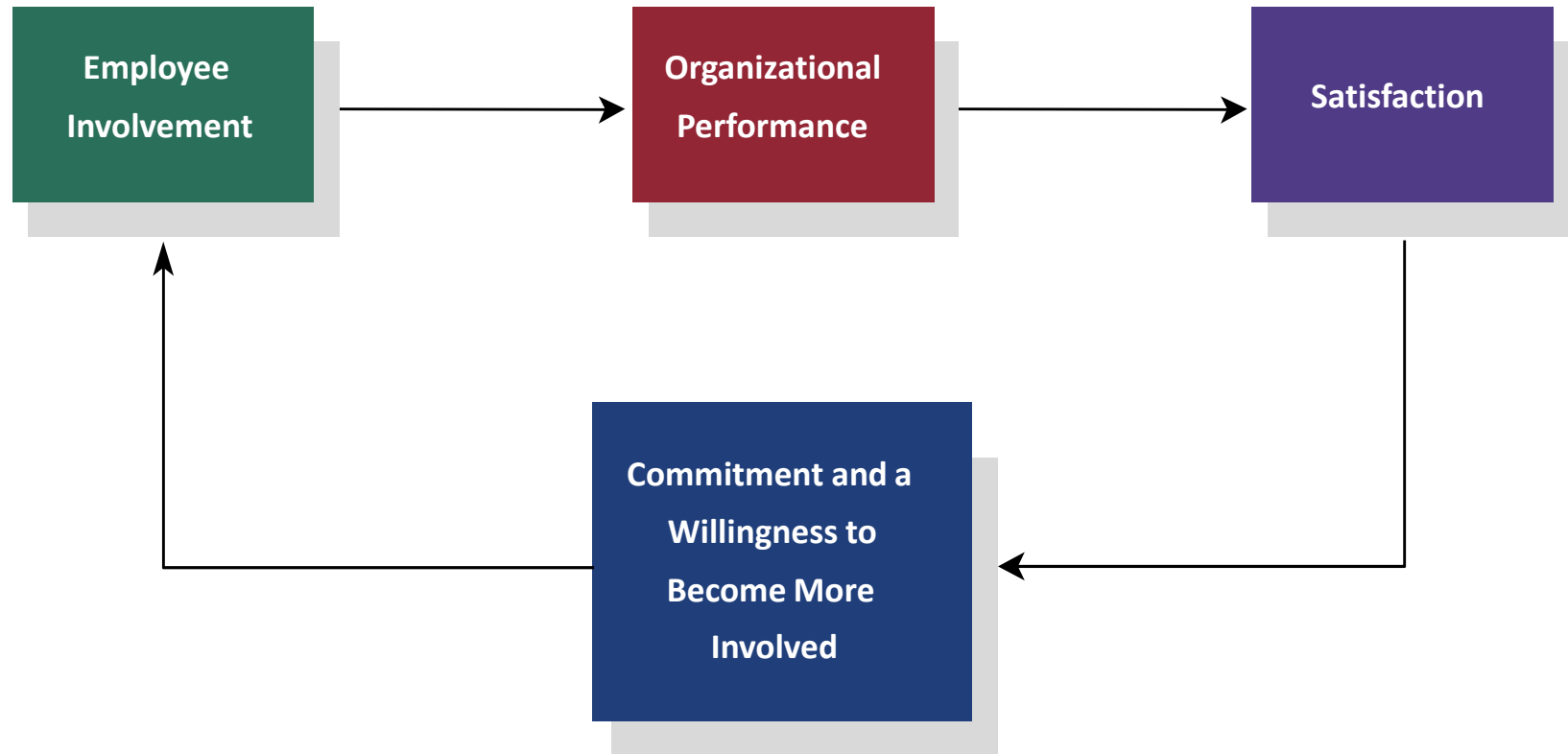
'Theory Y'



Organizational Humanism

- A system that promoted an interest in understanding the psychological forces tying individuals to organizations.
- A system that also promoted management practices that lead to employee satisfaction and well-being.

The Human Resources Model



The belief that through employee involvement in organizational decision making performance would be enhanced, leading to employee satisfaction, commitment and motivation for further involvement.

FIGURE 2-4

The Human Resources Model (cont'd)

- High-involvement management and organization (Edward E. Lawler, III)
 - A participative process (everyone at all levels) that uses the entire capacity of workers, is designed to encourage employee commitment to organizational success.
 - Depends upon management providing the necessary information, skills, empowerment and reward systems for organizational members.

Pokok Bahasan 6:

OTHER MANAGEMENT PERSPECTIVES

Other Management Perspectives

- Contingency perspective
 - The belief that the techniques appropriate for a manager to use depend (are *contingent*) on the specific situation.
- Contingency perspectives
 - Total quality management
 - Systems theory
 - Theory Z
 - McKinsey 7-S framework

Demands on Effective Management: Contingency Perspectives

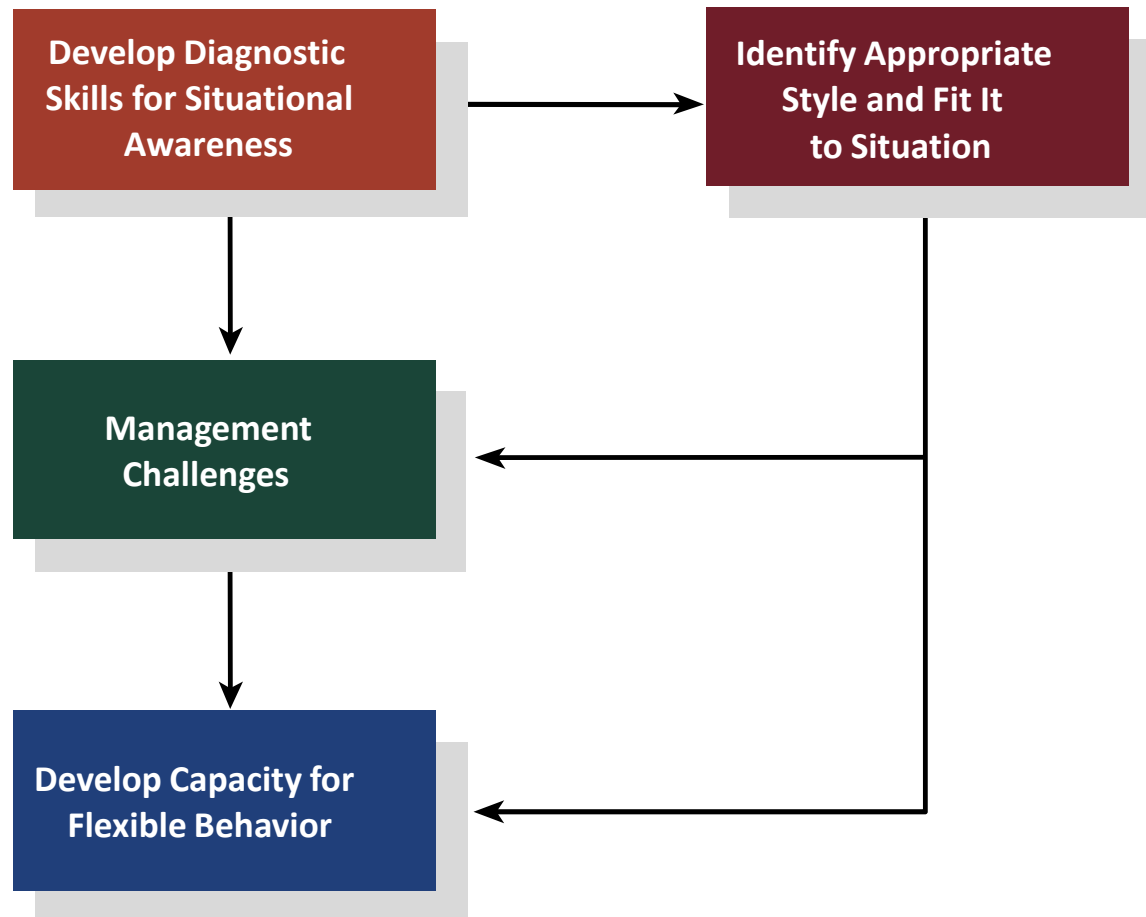


FIGURE 2-5

Total Quality Management Perspective

- Quality management perspective
 - An approach to management that has as its goal the achievement of customer satisfaction by providing high-quality goods and services.
- Total quality management (TQM)
 - A management philosophy and way of managing with the goal of getting everyone committed to quality, continuous improvement, and the attainment of customer satisfaction by meeting or exceeding customer expectations.
 - TQM pioneers: Deming, Juran, Ishikawa

Total Quality Management Perspective (cont'd)

- TQM assumptions
 - Quality products are less costly to produce than poor quality products.
 - People (employees) care about quality and improving the quality of their work.
 - Organizations are systems of interdependent parts and quality problems cut across functional lines.
 - Quality and continuous improvement are the responsibility of top (senior) management.
 - Continuous learning and improvement are vital to the long-term health and survival of an organization.

The Systems Perspective

- Systems theory
 - A view of an organization as made up a number of interrelated elements, each functioning to contribute to the purpose of the whole organization which exists in an interdependent relationship with the external environment.

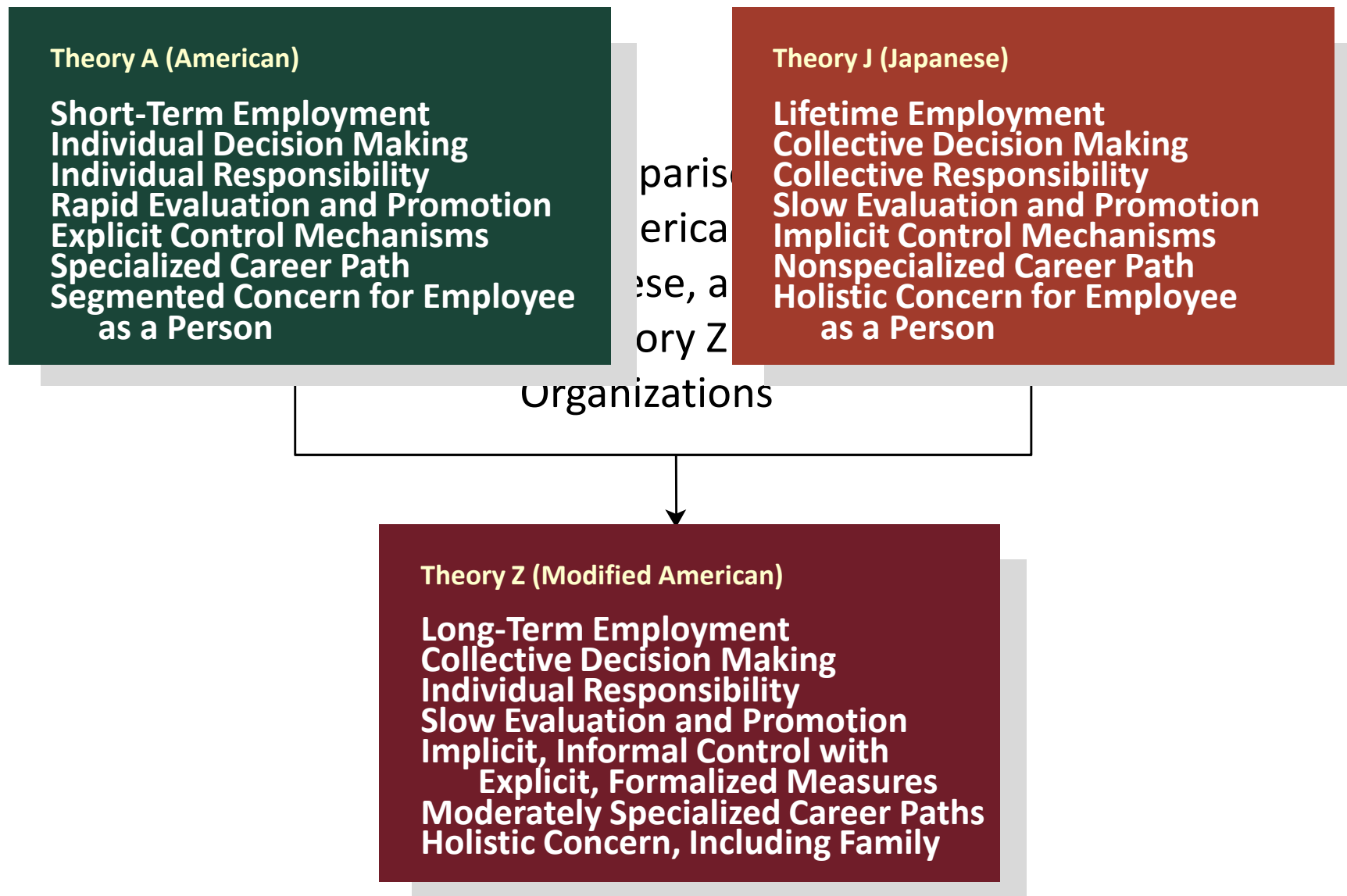


Theory Z (Ouchi)

- Japanese consensus management style based on the assumptions that
- (1) employees want to build cooperative relationships with their employers, peers, and other employees in the firm;
- 2) require high degree of support in the form of secure employment and facilities for development of multiple skills through training and job rotation,
- (3) they value family life, culture and traditions, and social institutions as much as material success,
- (4) they have well-developed sense of dedication, moral obligations, and self-discipline, and
- (5) they can make collective decisions through consensus

The McKinsey 7-S Framework





Source: Adapted from W. Ouchi. 1981. *Theory Z*. Reading, MA: Addison-Wesley, 58.

FIGURE 2-6

Contributions and Limitations of the Contemporary Schools

- Contributions

- Unified the technical side (classicists) and the social elements of organizations (behavioralists).
- Showed that there is no “one best way” to manage in all circumstances.

- Limitations

- Contemporary approaches to management are more complex than the classical and behavioral approaches.
- No contemporary management approach has been thoroughly researched.

Pokok Bahasan 7:

TEORI DASAR LAIN

Resource-based View of the Firm

- Konsep dalam Manajemen Stratejik
- Keunggulan bersaing organisasi ditentukan oleh sumber daya yang dimilikinya → termasuk SDM
- Langka; susah ditiru
- → harus dicari; “dipelihara”; ditingkatkan kapasitasnya;

Marshmallow Experiment

- Oleh Walter Mischel (1960an – kini)
- Responden diberi marshmallow
- para responden yang dulu dapat menunda kesenangan sementara dan sabar menunggu untuk marshmallow kedua; maka kehidupannya lebih sukses dan bahagia daripada responden yang asal main caplok Marshmallow.
- Pelajaran kunci dari penelitian panjang nan melelahkan ini adalah : **bahwa kekuatan menunda kesenangan (Delayed Gratification) adalah skill yang amat krusial sebagai penentu kehidupan seseorang di kemudian hari**

Agency Theory

Principal

(Penyandang dana/pemegang program)

Agent

Provider Lembaga

Mengapa *Agency Theory*?

- teori yang berhubungan dengan masalah *agency (agency problem)*
- diaplikasikan untuk menjelaskan bagaimana *principal* mengatasi dua masalah yang dapat timbul dalam *agency relationship* khususnya:
 - kerugian seleksi (*adverse selection*)
 - *moral hazard*

Agency Problem Pra Kontrak

- Adverse Selection
- → salah pilih provider (tidak memenuhi kualifikasi; tidak kompeten; reputasi buruk; dll) → merugikan
- Provider sering “menyembunyikan” kekurangannya; atau “pencitraan”
- Solusi: seleksi ketat calon provider

Agency Problem Saat Kontrak

- Moral hazard provider
- Dasar: provider akan berbuat sesuatu di luar yang seharusnya KARENA KURANG PENGAWASAN
- Contoh: tidak masuk kerja atau bermalasan karena tidak diawasi
- Solusi: Pengawasan Ketat

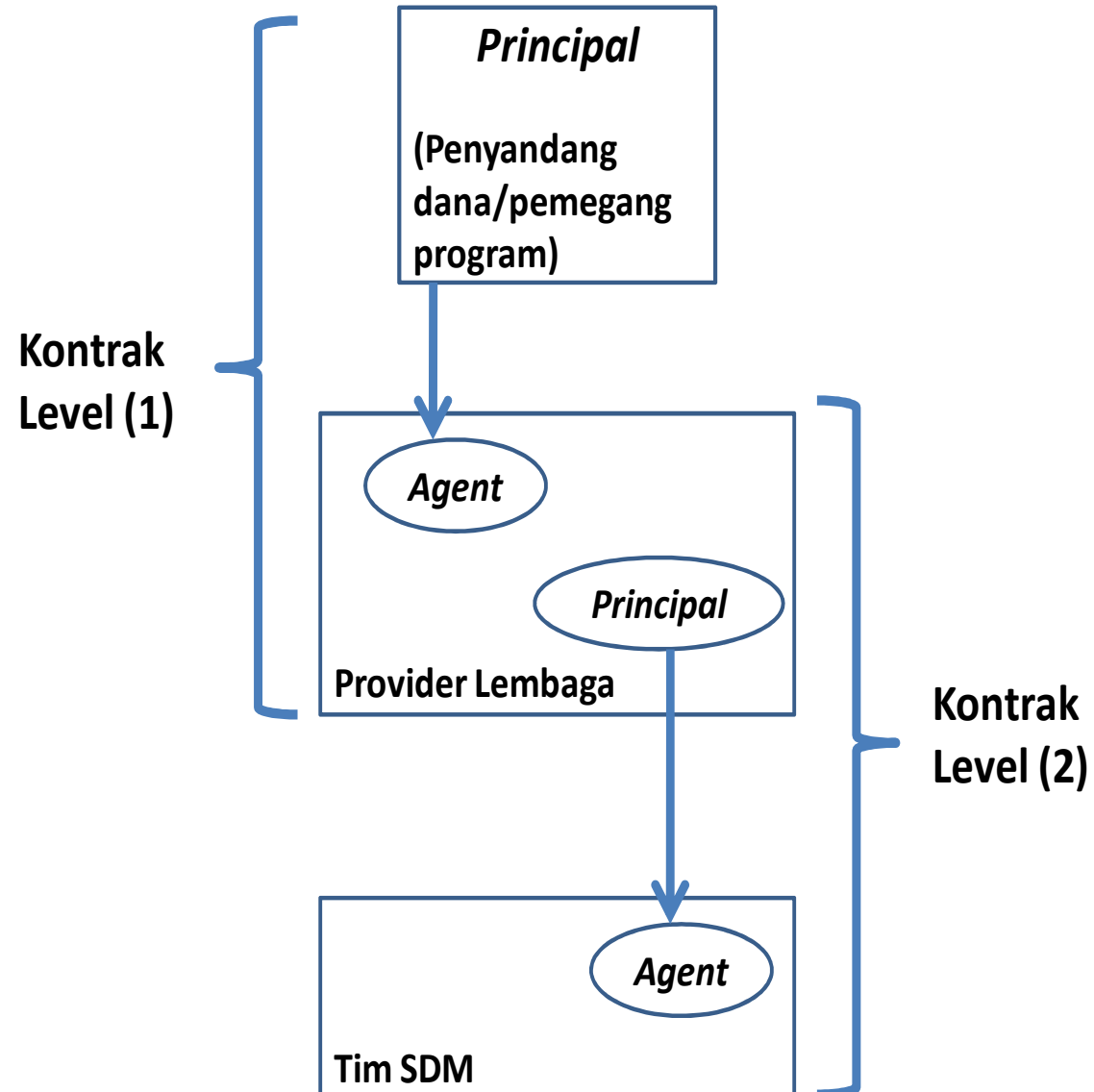
Masalah Pengawasan dalam Kontrak

- Mahal dan Sulit
- Principal (pemegang program) harus lebih “pintar” dibandingkan Agent (provider)
- Bagaimana solusinya?

**MENGATASI “MAHAL” DAN “SULIT”:
KONTRAK 2 LEVEL & PRINSIP RENTANG
KENDALI**



Kontrak 2 Level



Rational Choice Theory

What is the hardcore of rational choice?

- The hardcore of rational choice would be based on the conception of human beings as *homo economicus* – economic man pursues self-interest (sole motive) to obtain the highest possible well-being for himself at the least possible costs given available information about opportunities and constraints on his ability to achieve his goals. This is referred to as “rationality.”

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TERIMA KASIH