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Structuring the Human Resources (HR) Featured In Building Independence Small and Medium Enterprises (UKM) in Makassar

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Abstract

This type of research is qualitative research through a phenomenological approach. Sources of data in this study include: 1) Primary Data Sources, 2) Secondary Data Sources. This research instrument is a researcher himself, which the researcher as an instrument to obtain accurate data supplied by various methods. Today many companies that have many employees, but they do not have the ability to work in accordance with the job. This is because you chose the wrong company or recruit employees. The company just carelessly in recruiting employees when companies need good human resources in order to thrive. the role of leadership is needed to carry out the management of human resources for the company. Strengthening means strengthening the contribution, the ability to sustain itself while the business to improve the quality of human resources can be done by developing competence. It is very important to improve productivity supported by the development of technology in mind that not a few of the UKM are still using simple ways both in the use of technology and marketing is still very limited.

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INTRODUCTION

According to Presidential Decree no. 99 year 1998 the meaning of Small Business is: "Economic activity of people which is small-scale business sector in the majority of the business activities of small and need to be protected to prevent unhealthy competition." Small and Medium Enterprises (UKM) in Indonesia has a role in contributing in reducing poverty can be seen from the following statement ": the important role of UKM itself can be viewed from several aspects, such as the number of business units were formed, employment, its role in the increase in gross domestic product (PDB) and its contribution to national exports."

If UKM contribute to overcoming poverty, it also participated served to increase the quality of human life in Indonesia. UKM is a business, in business there is the human resources function that counts "Dave Ulrich lists the functions of HR as: aligning HR and business strategy, organization re-engineering processes, listening and responding to employees, and managing transformation and change."

Some HR experts propose these roles as the new role of human resources associated with the organization's strategy. In Indonesia, UKM are the backbone of the Indonesian economy. The number of UKM to 2011 reached approximately 52 million. UKM in Indonesia is very important for the economy because it accounts for 60% of GDP and holds 97% of the workforce. It can be seen from the table below UKM development of 2001-2012 showed a positive development.

Often the owner manager UKM key decision makers and is responsible for managing and attended many functions performed within the organization, such as banking, advertising, recruitment, or even the purchase of

stationery. The use of specialists or recruitment agency are numbers (Culkin and Smith in Pierre Berthon, Michael T. Ewing, and Julie Napoli, 2008). More, UKM often face resource constraints, in terms of both time and money, which resulted in many owner-managers adopt what can be described as "survival mentality".

This is perhaps exacerbated by the fact that strategic planning in UKM is often limited (Huang, Soutar, and Brown, Orser, Hogarth-Scott, and KudaGilmore et al. In Pierre Berthon, Michael T. Ewing, and Julie Napoli, 2008). Thus, management style in UKM is one of the very unique and personal to each company (Culkin and Smith, Gilmore et al. in Pierre Berthon, Michael T. Ewing, and Julie Napoli, 2008).

The UKM sector is often regarded as a homogeneous, defining characteristics explain the size of Conduct. While size is a factor, and many UKM as possible in accordance with such a view, there are other internal and external dynamics that explain the characteristics of their behavior. The behavior of UKM is often understood in terms of the psychological characteristics of entrepreneurs or 'manager owner'; UKM tend to have a personal style of management and the lack of formal management structure with specialized staff (Bolton in heled Jenkins, 2009).

Problem

How does the Human Resource Planning Build the Independence Featured in Small and Medium Enterprises (UKM) in Makassar

A. Human Resource Management

Resource management is usually called a serious human personal management, has a specializing function relating to the activities administration part its employees, namely the problems with recruitment, training and wages and so on. Results obtained from both the human resources management can be ensured that the employees who were recruited have met the criteria required in accordance with the needs of production, other functional parts and receive appropriate rewards.

Human resource management is the management specializing in the field of human resources or personnel field. To more easily make sense of the human resource management is by itself cannot be separated from the general understanding of management.

Human resource management is a management and using the existing resources in individuals where the management and the using itself is maximized in the world of work to achieve organizational goals and individual development.

Flippo, said that human resources management is the planning, organizing, directing, controlling of labor procurement, development, compensation, integration, maintenance, and termination of employees for the purpose of realization of the company's objectives, individual employees and the community.

Simamora, that human resource management is the use, development, research, provision of fringe benefits, and management of individual, organization or workgroup. Hotmatua, argued that human resources is a means to an end or the ability to obtain all advantage of certain opportunities.

1. Basic Principles of Human Resource Management

The public sector has the same principle with the private sector to perform managerial functions. Since developing an organizational environment with very intensive dynamics in the 1990s, aimed at developing managerial functions of individual behavior with reference to the general guidelines by Wright & Rudolph (in Joseph Irianto, 2011) focused on five aspects: (1) Emphasis on people; (2) participative leadership; (3) Innovative work styles; (4) Strong client orientation; and (5) A mindset that seeks optimum performance.

Naturally, the organization held to meet human needs. While in conducting utilization of human resources, organization explicitly indicate the positioning of man as the main element in it. Thus the human element in the organization is not merely passive, but rather active to face a number of challenges and is ready to develop them for the sake of the survival of the organization itself. As has been identified by Jacob & Washington in Jusuf Irianto (2011) that the quality of human resource development based on the results of a number of researches is believed to improve organizational performance.

MSDM has a participatory leadership principles. If you look at the first MSDM principle that the human element position as a party that is active, this second principle is also positioned as a leader figured the active and not merely situational. Theoretically, the best leadership is to adjust to all forms of situational changes. But the leadership of the best of the best is the ability of leaders actively adjustment with the level of engagement of self at

all levels of the organization intensively and with the ability to form a creative environment. The third basic principle of MSDM refers to innovative behavior that does not stop its meaning on the results already achieved an individual. The third principle refers to the ability of an individual to be able to reflect on the performance achieved and then learn it so that it will be able to achieve a better rate in the future.

As a result of intensified competition level, the orientation of the organization is more likely to be outward looking. In such a context it is customer satisfaction (for the private sector) and the public (for the public sector) is not only a goal but also as "instruments" for the organization to achieve sustained competitive advantage (SCA) or sustainable competitive advantage. The fourth principle HRM plays a very important in the era of scarcity of resources available resources increasingly limited while the user community demands more organization products and services vary, so the need for resources to be increased.

While the fifth principle in MSDM fixed position as the central figure of individuals who hold a number of noble values that can drive themselves in various improvement efforts. Mindset becomes a very important concept to show that the perceptions, attitudes, and behaviors of individuals have clear directions in building the organization's success.

Experience in other countries has proven that organizational excellence can be achieved through the development of human resources as an instrument to win the competition and achieve success. The fifth principle of the MSDM was an important lesson in building a quality organization that is centered on human resource development. MSDM principles also reaffirmed that without qualified human resources, organization certainly cannot achieve success.

MSDM function is one of the important functions of the company, in addition to other corporate functions such as marketing, production, and finance (Lena Ellitan, 2002). Nowadays a growing realization that human resources are important and a source of competitive advantage for the organization. As already noted in the previous section, the changing business environment has brought no small impact for the company. HR has undergone a change of a partial nature towards a more integrated and strategic nature.

B. Human Resource Planning

Speaking of human resource planning, which became the focus of attention is the specific steps taken by management to give more guarantee that the available labor organization the right to occupy various positions, positions and the right job at the right time that in order to achieve the goals and objectives defined (in Endang, 2008).

The benefits of HR planning, among others:

- 1) Organizations can utilize human resources available in the organizations better.
- 2) Through the mature of human resource planning, the work productivity from existing power can be increased.
- 3) Human resources planning is concerned with determining the need for labor in the future, both in terms of number and qualifications to fill a variety of positions and held a variety of new activities in the future.
- 4) One aspect of human resource management, which is currently considered increasingly important, is the handling of employment information.
- 5) Plan of human resources is the basis for the preparation of the work program for the working unit that handles human resources within the organization.

Through good HR planning, it can be seen how much the HR available compared with the required human resources. It can be information to decide whether to maintain or reduce the balance when the conditions when the condition of existing human resources to bigger human resources required. Nor will they have to add if there are fewer human resources compared with HR that is already available.

C. Shifting Role of HR

Changes in the external environment that is not patterned carry due to the need to change the role of human resources (HR) to a more strategic direction to increase the competitive advantage of the organization. In this regard, organizations are faced with the question of how much value, rareness, immutability; and organization support (VRIO) which has in creating a unique organization in the midst of a very tight competition. As well as living beings

who must adapt to survive, organizations deemed necessary to the transformation to be able to survive in a way or the principle of its own transformation (Lancourt and Savage in Retno, 2011).

Change can start from the simplest changes, new leads then to something more substantive. Although only the use of the word, but said the manager as 'coordinator' when converted to 'coach' will have more strategic value. Likewise also said workers become members not just the workers or employees. This change will be felt by the subordinate as well as the changing role of reward and HR to be more participatory.

Laancourt and Savage (in Retno, 2011), further highlighting the changing role of HR of the various changes which include five things: (1) shifting functional responsibilities to line managers, (2) human resources to act more as a business partner, (3) changes the focus on career development and competence, (4) adequate compensation based on skills, (5) a more egalitarian organization. Schuler (in Retno, 2011) pointed to the existence of six new roles for HR managers: the role to be (1) personal business, (2) an agent of change, (3) an internal consultant for the organization, (4) making up and implementing the strategy, (5) manager reliable, (6) asset management and cost control.

Meanwhile, according to Ulrich relation to the improvement of work organization, HR can function as:

- 1) Partner with senior and line managers in the implementation of the strategy.
- 2) Experts in organizing and implementing the strategy, helping the efficiency of administrative processes to ensure that the costs were lower while the quality is maintained.
- 3) On one side of thinking as a manager, on the other hand perform work as an employee.
- 4) Being an agent of change or transformation that is continuous.

Thus, it is understood that the role of HR in the future which leads to a role as a business partner, manager, agent of change, and so it shows that its role is shifting toward strategic roles, no longer operational and executive, instead of just being human resources, but resourceful.

D. Managing HR to Enhance Competitiveness

Organizations now recognize that the success and competitiveness depends on the level of efficiency and operational effectiveness and strategic. Level of efficiency and operational effectiveness include (in Lena Ellitan Flaherty, 2002):

- 1) Restructuring of operations.
- 2) Decrease in operating costs.
- 3) Improving the quality of goods and services.
- 4) Innovation continuously.
- 5) Development of new products.

In line with changes in the global business environment and increasing competition that happens, the world of work and the organization is also changing. Business issues related to human resources continues to grow and spread throughout the organization that exists today. Every effort is needed to create a successful organization depends on a significant change in the MSDM. Various efforts of the organization are:

- 1) Streamlining of the organization (downsizing) which covers retirement, giving severance payment, succession the better management and planning programs of HR to reduce the occurrence of further downsizing.
- 2) Decentralization involves efforts to train workers in decision-making, assessment of work, changes in compensation, and leadership skill are new.

Based on the experiences of executive no flexible organization, that there are only people who flexible. Staff of HR is expected to direct and support the organization's efforts to develop the ability of a manager in an organization that is flat, leaner and more flexible. Reengineer case in General Electric's led by Jack Welch shows that teamwork, the perspective of the entire company, a global perspective, and customer orientation are critical attributes for leaders and managers of General Electric.

However in the organization flat and sleek, rotation and mobility work pretty hard to do because fewer managers who have high mobility. Increasing time pressures and demands on the performance of business units and individual performance can cause the unit to business unit suffered a setback due to the difficulty of releasing talented managers to serve in locations scattered around the world. Therefore we need a way to manage human resources in the organization flatter and leaner.

The occurrence of mergers and acquisitions among companies led to a reduction (reduction) of labor and relations with community facilities (formerly hidden). Mergers and acquisitions have implications to MSDM. Mergers and acquisitions need to realign the reporting relationships (relationships reporting) and the integration of the various organizations that independent formerly (not interdependent). HR managers and line managers must be able to work together in support of programs and organizational strategies to create an effective organization.

In trying to build a platform for a more focused at the development perception of higher education provision for UKM, the questions to gain a sense of what the respondent for the development of effective management, whether they believe that the "activity-based" or "knowledge-based" is more effective (Richard Choueke& Roger Armstrong, 1998).

Managing HR to Facing Globalization

Globalization will continue to be a phenomenon that cannot be circumvented. The company will operate in a business environment that is volatile and chaotic. International and domestic pressure on the organization to continue and intensify. With the advancement of information technology, communication technology and the world financial markets will melt and the nation state will end up (in Lena EllitanOhmae, 2002). Organizations must have high creativity, constantly innovating, improving flexibility, to respond and adapt quickly to developments around the world.

In this condition the organization that can adapt is more decentralized organization (responsibility closer to the operating level). Organization has decentralized participatory leadership and have good cooperation with suppliers, customers, employees and the public shareholders. In addition, the company must create products and customer satisfaction needs to seek and maintain excellence.

Organizations should develop a global perspective. Speed and agility will be an absolute requirement for modern organizations. HR policies need to reflect the characteristics of organization required. International organizations need managers who not only have the technical ability alone but must also have the ability to adapt to the environment and culture faced. Managers often fail because it cannot blend with the customs and culture in foreign countries where the organization operates (Christopher and Goshal in Lena Ellitan, 2002).

Managers should recognize the mental attitude and the behavior of the new subordinates and how to treat strangers. According to Jeffry Stall, director of personnel relations firm Merck, necessary to go international competitiveness of enterprises in the field of HR competencies both domestically and internationally. Global structure requires human resources that can operate internationally (WortzeldanWortzel in Lena Ellitan, 2002). With be a member of the management team and dealing with business issues related with HR the individual managers are required to master some rule, such as:

- 1) As a business person.
- 2) As the shaper changes.
- 3) As a consultant for the organization or partner organizations.
- 4) As formulators and implementers strategy.
- 5) As a manager talents, interests, and leadership.
- 6) The manager of assets and cost control.

Encourage innovation in small and medium enterprises (UKM) remain at the heart of policy initiatives to stimulate economic development at the local, regional, national and European level (Jones and Tilley in Tim Edwards, Rick Delbridge and Max Munday, 2005). DiInggris, this can be traced back to the emergence of NewTepat in the 1980s and death corporatist perspective of 'big is beautiful and its replacement with an entrepreneurial logic in stimulating economic growth (Hutton, in Tim Edwards, Rick Delbridge and Max Munday, 2005). At the theoretical level, innovation has also been replaced efficiency as an important focus of much theory

building and policy analysis with additional efficiency to be necessary for innovation (Clark and Staunton, in Tim Edwards, Rick Delbridge and Max Munday, 2005).

RESEARCH METHODOLOGY

This study describes and analyzes the arrangement of excellence in human resources to develop the independence of UKM in Makassar. Based on the type of research that is where the use of qualitative research methods using a phenomenological approach

DISCUSSION

Structuring the Human Resources (HR) Featured In Building Independence Small and Medium Enterprises (UKM) in Makassar

Today many companies that have many employees in Makassar, but they do not have the ability to work in accordance with the job. This is because you chose the wrong company or recruit employees. The company just carelessly in recruiting employees when companies need good human resources in order to thrive. This is where the role of leadership is needed to conduct the management of human resources for the company.

Likewise, the human resources management, Small and Medium Enterprises (UKM) is of special concern by the government of the city of Makassar for small and medium businesses this can create jobs and reduce unemployment. HR Management for UKM is crucial in order to set up a business can grow and not experience the bankrupt. Usually low human that causes the failure of the business so that the management of human resources should really be improved if you want your business grow and progress.

Human resource management is basically the planning, development, improvement or evaluation of employee performance with the aim of effectiveness and straightforward on all employees. Human Resource Management consists of planning, election or selection, training and assessment of employee performance. UKM established with a capital of a mediocre and even some third-party capital of the loan. Because this business is small it is necessary to better management of human resources in order to attempt to develop.

The initial phase of this management is planning where these UKM require workers in small quantities or lot. Planning of labor consists of how many workers are needed, what will they do or what will work under their control, the company's organizational structure to be built and also all matters relating to employment.

If you are already planning the management of human resources for UKM that will you wake up, you can choose or select manpower you need in accordance with the structure of the organization that has been formed. Selection is not only facilitating the search for a suitable workforce, but with HR selection you can avoid labor in vain. For the recruitment of employees you can choose potential employees and to suit your needs.

The need for recruitment of employees in accordance with the needs of the company will reduce operating costs. Because workers are selected according to what is needed by the company so that the company's costs can be minimized. Human Resource Management is enabled not only for the short term but also long-term planning for the recruitment of permanent employees should be considered to replace employees who are no longer productive.

Once UKM get employees in accordance with the requirements, you can do the development, training and evaluation of the work of the employee. HR management is strongly influenced by the performance of employees within some time to determine whether or not their job. Prior to their work, they must be trained on what they will do. Both the head of the company and the employee's HR management for UKM very useful when many small and medium business competition.

All aspects related to the employee must be understood carefully. After some period of appraisal is needed to determine how their performance. HR Management for SMEs is very influential on the company's potential to be executed or being executed. When well-organized management of course what they hope to achieve.

Small and medium enterprises not only require skill alone but planning or management of human resources is also very influential. Judging from the number of UKM was founded at this time of course there must be a business planning and proper management.

Decades like this aspect of human resource development to be the center of attention, especially in filthy Micro, Small and Medium Enterprises (UKM). Human resources are the most important asset and valuable. Human

resources are the basis of the potential inherent in human beings to realize its role as a social being adaptive and transformative.

In the face of globalization, the role of UKM towards a free market economy requires the establishment of identity and existence as a spearhead in the economic development of small and medium enterprises. HR is required to support the creation and competitiveness of SMEs with high quality, be it human or in production.

One of the important role of UKM can be seen from how the business was established, how employment and how the resulting increase in production. The existence of reliable human resources management systems such as the existence of training, development and motivation, it is expected that HR is one indicator of success in the progressive development of UKM business effectively, efficiently and overall.

Strengthening human resources in UKM in Makassar means strengthening the contribution, the ability to sustain itself while the business to improve the quality of human resources can be done by developing their competence. It is very important to improve productivity supported by the development of technology in mind that not a few of the SMEs are still using simple ways both in the use of technology and marketing is still very limited.

In running a business cannot be separated from the role of human resources, no matter how sophisticated the technology used, how many resources available as well as the absence of resources that support the business or the company would have no meaning.

Along with the development of an increasingly competitive environment, human resource issues are increasingly complex and raises issues relating to human resources business. The main problems are considered as business issues related to human resources, among others:

1) Managing human resources to create the ability (competence) HR

The development of information technology and communications technology requires companies to have competent human resources, namely human resources that have managerial talent with the knowledge, skills, and high ability to master the technological developments. For the management of human resources necessary to achieve the main target of improving and creating good quality human resources in terms of managerial ability and mastery of technology

2) Managing workforce diversity to gain a competitive advantage

The company consists of individuals, each of which has a different (individual difference) both in terms of demographic factors include socioeconomic background, nationalism, education level, age, gender, and culture, as well as the ability and skills (skills), perception, behavior, and personality. The phenomenon of diversity that exists in the company needs to be an important concern in the strategic planning process (Foster, 1998). The main task of HR division is to manage diversity of existing human resources in order to avoid conflicts to create more creativity and innovation so that the company is able to win the competition in the business environment (Lawrence, 1989). Managing human diversity means to motivate individuals with a variety of different backgrounds to get involved in every process of the organization to aim to achieve competitive advantage is achieved. This motivation can be with incentives in the form of salary, extra vacation, and increase job involvement, the creation of a conducive working environment, subsidies, financial aid, or perhaps the provision of company cars.

3) Managing human resources to achieve competitive advantage

To increase competitiveness, companies must strive to improve the performance of human resources by increasing expertise and skills to prepare human resources in the promotion and solving the problems facing the company. This performance enhancement can be done through education, training, and human resource development. Education and training focuses on several types of skills and expertise that are relatively similar and do in the short term, while the human resources development process more oriented to increase the skills and expertise of a broader and diverse and can be done in the long run. The company's success in improving the competitiveness depends on the effectiveness and efficiency of operations and business strategy implemented by the company. Flaherty said the five levels of efficiency and effectiveness of the company, including the restructuring of operations, reduced operating costs, improved quality barang and services, continuous innovation and new product development.

4) Managing SDM for facing globalization

Globalization era characterized by increasingly competitive business environment, therefore, needs a proper business strategy that has the competitive advantage that the company can survive in the competition. Formation and implementation of the strategy is automatically influenced by the quality of human resources involved in the company's operations. Michael Porter argues, there are five competitive forces that operate in an industry and all of which will determine the potential benefit of the industry. The five forces include, competition among existing companies, barriers to new entrants (new entries), bargaining power (bargaining power) of buyers, bargaining power (bargaining power) suppliers, and the threat of substitute goods and services / substitution. Operating companies must pay attention to the business environment, both growth and competitive forces that play a role in the business environment

In addition to HR Structuring, UKMcompetition also be considered

The intellectuals suggest that UKM in the industry need to cooperate with competitors so that they can create economies of scale, risk mitigation and leverage resources together (Morris, Laugh, Özer in Devi R. Gnyawali and Byung-Jin Park, 2009). Competitors are likely to face similar challenges and have the resources and skills directly relevant to one another because they have a high market similarity and similarity of resources (Chen in Devi R. Gnyawali and Byung-Jin Park, 2009).

UKM can compete more effectively the big players if they collaborate with each other (competitor) and access, acquire, and use relevant resources held each other. As it is, some scholars point out that the tendency of UKM to engage in competition tends to be positively related to financial performance (Levy, Loebbecke, and Powell in Devi R. Gnyawali and Byung-Jin Park, 2009).

Thus, although the importance of competition as a strategy for SMEs has been acknowledged, much current research has focused primarily on competition in large companies and disregards the UKM. Therefore, we know very little about the drivers and consequences of competition in SMEs. Examination of the literature competition for UKM important for two main reasons. First, because it is a concept that emerged with the growing practice in the high technology sector, a basic understanding of the implications competition and helps to stimulate and advance the study of competition in the context of UKM.

Secondly, UKM managers need to be prepared to face the opportunities and challenges posed by the increasing popularity of competition and prepare themselves accordingly. Managers need to pay attention to their strength in the industry that can cause competition in their industry, proactive and proficient in pursuit of competition, and benefit from it. Availability conceptual framework is a natural starting point for a more systematic check competition in UKM and to provide practical guidelines for managers (in Devi R. Gnyawali and Byung-Jin Park, 2009).

CONCLUSION

To increase competitiveness, companies must strive to improve the performance of human resources by increasing expertise and skills to prepare human resources in the promotion and solving the problems facing the company. This performance enhancement can be done through education, training, and human resource development. Education and training focuses on several types of skills and expertise that are relatively similar and do in the short term, while the human resources development process more oriented to increase the skills and expertise of a broader and diverse and can be done in the long term

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