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The Basic Of Human Resource Management Book 2 is the second book in a trilogy of books entitled The Basic Of Human Resource Management Book. Book 2 describes how to manage organizations and people. The explanation in this book is very basic to an understanding of what management is and what is an organization and how to manage an organization. It also explains the human motivation and how to manage humans to keep working properly through motivational encouragement and psychological approaches as well as human relations so that book 2 puts more emphasis on organizational and human management within the framework of human resource management.

The Basic Of Human Resource Management Book 2 How To Manage People and Organisation

The Basic Of Human Resource Management Book 2

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OPENING SPEECH

Chairman of the Maju Jaya Negara Foundation

Alhamdulillah, thanks to Allah SWT, for the publication of the book "Human Resource Management Book 2" written by Dr Eny Lestari Widarni, MM. At the Tamansiswa Malang State College of Economics, who inshaAllah greatly helps the needs of students and female students in participating in the Study of Learning Process at the STIE Jaya State Campus Tamansiswa Malang This book discusses very interesting things about Performance Evaluation including it the scope, stages in human capital and application in management, as well as what methods exist in human capital that is very useful. May Allah make this book a charity for the author, as well as make knowledge that serves as a blessing for all of us. Aamiin.

Malang, March 03, 2021

Chairman of the Maju Jaya Negara Foundation

Drs. Purnomo Adji, M.Pd

OPENING SPEECH
Registrar General of the Supreme Council
The Tamansiswa Union

Gratitude for the presence of Allah SWT, for the publication of the book "Human Resource Management Book 2" written by Dr Eny Lestari Widarni, MM. At STIE Jaya Negara Tamansiswa Malang which is very useful in the world of education. Where education is learning, knowledge, skills and habits of a group through teaching, training or research.

This book discusses many things about education and applications in the field of Human Capital which are very helpful in the quality of human resources.

The hope is that this book will be a motivation to improve self-quality and charity for the author, as well as make knowledge that is useful and blessed for all of us.

Aamiin.

Malang, March 03, 2021

Registrar General of the Supreme Council

The Tamansiswa Union

Ki.DR.Saur Panjaitan XIII, MM.

Foreword

Human Resource Management Textbook 2 is a reading material written to enrich course material in the field of Human Resource Management related to Theory and Practice in human resource development and organizations.

This book is the result of the collaboration of a business practitioner who has more than 10 years of experience in the field of international business and an academician and researcher who has studied Human Resource Management theory and research for more than 20 years.

This book discusses a lot about the theory and practice of human resource management as well as an in-depth understanding of people and organizations. In human resource management 2, it focuses on the management and organization side. Because humans and organizations in human resource management compliment and complement each other and cannot be separated

This textbook contains four subjects which include:

1. Introduction
2. People and Organizations
3. Understanding Management
4. Understanding the Organization

The four subjects are expected to be able to provide readers with an understanding of human resource management 2 so that they can improve their abilities in human resource management in organizations and in everyday life.

Best Regards

Dr Eny Lestari Widarni¹, & Suryaning Bawono S.E.M.Si²

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Table Of Content	
Content	Page
OPENING SPEECH Chairman of the Maju Jaya Negara Foundation	I
OPENING SPEECH Registrar General of the Supreme Council The Tamansiswa Union	II
Foreword	III
Table Of Content	IV
List of Photos	V
Chapter 1. Introduction	1
1.1. Introduction	2
1.2. Understanding Management	5
Chapter 2 . People and Organizations	8
2.1. Understanding Scientific Management	9
2.2. Bureaucracy	13
2.3. Management Based on Human Relations Approach	20
2.4. Understanding Humans, Maslow's Theory	25
Chapter 3. Understanding Management	31
3.1. Management Functions	32
3.2. Principles of Management	38
3.3. Management Elements	62
Chapter 4. Understanding the Organization	83
4.1. Definition of Organization	84
4.2. Organizational Elements	90
4.3. Organizational Effectiveness	99

List of Photos			
Photo Description	Photographer	Country	Page
We wish that you able to enjoy to read Human Resource Management Book 2	Lukas	Czech Republic	1
We wish that you are happy to learn with Human Resource Management Book 2	Andrea Piacquadio	Hungary	2
Teamwork Illustration	Binyamin Mellish	Idaho	5
Illustration of People and Organizations	Sora Shimazaki	Japan	8
Scientific Management Illustration	Pew Nguyen	Vietnam	9
Bureaucratic Illustration	Sora Shimazaki	Japan	13
Human Relations Illustration	Huy Chien Tran	Vietnam	20
The Illustration of The Hierarchy Theory	Buffaloboy	Thailand	25
Illustration of a Manager	Evelina Zhu	Russia	31
Illustration of Management Functions	Christina Morillo	USA	32
Illustration of Henry Fayol's 14 Principles of Management	Karla Gabriela Rodríguez Apanco	Mexico	38
Illustration of a Man at Work	Marc Mueller	Germany	40
Authority and Responsibility Illustration	Anastasia Shuraeva	Russia	42
Discipline illustration	Malte Luk	Germany	44
Unity of command illustration	Andrea Piacquadio	Hungary	45
Unity of direction illustration	Anna Shvets	Russia	47
Illustration of Subordination of Individual Interest into General Interest	Matheus Bertelli	Brazil	48
Illustration of Demanding Justice	Lina Kivaka	UK	50
The microprocessor as Illustration of Centralization	Jeremy Waterhouse	Arkansas	51
Hierarchy illustration	Jonathan Borba	Brazil	53
Illustration of Orderliness	Sora Shimazaki	Japan	54
Illustration of Justice and honesty	Ekaterina Bolovtsova	Russia	56
Stability Illustration	Shiva Smyth	Australia	57
Initiatives Illustration	Rakicevic Nenad	Serbia	59
Illustration of The spirit of unity	Andrea Piacquadio	Hungary	61
Illustration of Manager	Sora Shimazaki	Japan	62
Worker illustration	Chevanon Photography	Thailand	67
Money Illustration	Suzy Hazelwood	UK	69
Method Illustration	Chokniti Khongchum	Thailand	71
Materials illustration	Klaus Nielsen	UK	74
Machine illustration	Anamul Rezwan	Bangladesh	76
Market illustration,	Quintin Gellar	USA	78
Organizational Illustration	Christina Morillo	USA	83
Organizational Illustration	Matheus Bertelli	Brazil	84
Illustration of Organizational Elements (Human)	Christina Morillo	USA	90
Illustration of an Organization Performance Report	Lukas	Czech Republic	99

Chapter 1. Introduction

Introduction of Human Resource Management Book 2



We wish that you able to enjoy to read Human Resource Management Book 2, Photo by Lukas (Czech Republic)

Human Resource Management book 2 discusses organizational development. Because human resource management is related to organizational management. In book 2, the definition of management is explained which is the basic understanding of human resource management. Described on the development and management of organizations that are a continuation of the Human Resource Management book 1 in the Human resource Management trilogy series.

1.1. Introduction



We wish that you are happy to learn with Human Resource Management Book 2, Photo by Andrea Piacquadio (Hungary)

Creating a more effective, efficient and productive organization is one of the challenges faced by humans in the future and what needs to be observed is how to fulfil the quality and service expected by customers. Services performed by a good organization must be in accordance with the demands of an increasingly dynamic era. Customer demands will continue to change according to the development of science and technology. A quality organization is required to be able to offer customers a variety of products and services that satisfy consumers (Mukhopadhyay,2020).

The emergence of scientific management theory, management theory based on objectives, integrated quality management, ethical management, and risk management

makes it easier for humans to produce products to meet the needs of human life. Management and technology products that bring convenience to human life. In this global era, there are almost no boundaries between countries, information comes from all directions, the distance is getting closer because of the communication and transportation technology, so the cultural leap has been successfully developed by humans very rapidly because management science is increasingly powerful for humans. children who showed up recently (Waring,2016).

The implementation of effective management by managers and employees will determine organizational performance in responding to internal demands and external challenges. Human resource managers must understand that organizational management is important because organizational management is building a system that develops and directs the people in it. The quality and performance of members (employees) is the responsibility of every leader. With a vision, mission, exemplary, discipline, division of tasks and a climate that is created in the organization, it will result in good member performance. Good organizational management and human resource management have an impact on the performance of the people who work in the company. The development of the work environment including organizational management is a supporter of human resource management so that this second book emphasizes the discussion of organizational management and organizational development as well as human development.

For profit-oriented organizations (Companies) Reaching profits in accordance with capital and core business always rests on management prowess for the welfare of the community. This means that there is feedback given by the company to employees who have worked well so as to provide benefits for the company. Environmental management outside the organization, such as community management outside the

company, is a human management effort that also impacts the organization. So that human resource management when interpreted as an effort to manage humans can also be understood because human management both within the organization and outside the organization requires a system. This second book will explain human management and organizational management in the framework of performance-based human resource management. Many internal and external organizational factors affect the achievement of organizational performance and effectiveness, so management must focus on achieving that performance.

Measurement of company competitiveness is generally assessed by increasing profits, improving product quality, and increasing customer satisfaction. To achieve this, all human resource management focuses only on human resource development or human management within the organization. However, one must also understand organizational management and human management outside the organization (society) in order to establish a healthy and mutually beneficial relationship between the organization and the community and consumers.

In this global era, global competition and technological changes are inevitable. Companies need to develop human capital and social capital. Human resources have been recognized as very important in increasing the competitiveness of an organization or company. And social capital is a component that really supports the achievement of organizational goals.

1.2. Understanding Management



Teamwork Illustration, Photo by Binyamin Mellish (Idaho)

Management and organization are inseparable sides of the coin. The existence of an organization is a forum for management, but management also determines the movement and breath of the organization. This means that the organization cannot be moved without management and vice versa management can only be implemented within the organization. Management includes people who carry out the responsibility to achieve goals in an organizational structure and clear roles. That means management is related to the organization. Within the organization, there is a clear structure with a formal division of tasks and authorities as an effort to mobilize personnel to carry out tasks to achieve goals.

Based on the above emphasis, management contains elements of an organized organizational structure, directed towards goals and objectives, carried out through people's efforts, and using systems and procedures. The manager is a term for someone's job. For some organizations the use of the term manager is very loose, giving rise to efforts to promote staff status and morale. As a result of this understanding, a number of people who have jobs are covered as managers and move the work (Daft & Marcic,2016).

What is the role of the manager? The manager's role is the executor of the work unit. While the work unit is a group task orientation in an organization that includes managers and subordinates or staff. As well as the business sector of selling staples, division of cooperation, bank branches, and hospitals. Even schools can be considered work units with instructors and managers. The main focus of the manager's attention is on personnel job satisfaction, job involvement, commitment, absences and dismissal/rejection, as well as performance. Without better maintenance of the people doing the work, it is unlikely that the work unit or organization will be able to move consistently at higher levels of performance over the long term. Thus an effective manager is someone who is in a work unit who achieves a high level of accomplishment and maintenance of human resources.

Managers work for the organization. The organization itself is a number of people who work together in achieving common goals, so management is an effort to move people in the organization to do something to achieve goals. The organization becomes a forum for management to take place. Management is the process of doing business to

get action through the work of people in the group unit. Management is the process of obtaining an action through the efforts of others.

Strictly speaking, management activities always involve the allocation and control of money, human and physical resources to achieve the stated goals. As a science, management has a systemic approach that is always used in solving problems. The management approach aims to analyze processes, build a conceptual framework of work, identify the underlying principles and build management theory using this approach. Therefore, management is a universal process with regard to the existence of types of institutions, various positions in institutions, or experiences in a wide variety of environments between various problems of life.

What exactly is management theory? In this case, it can be explained that management theory is a way of organizing experience that in practice it can be proven through research, experimentation of experiences and principles and teaching of fundamental matters in the management process. Management is all efforts to utilize resources to achieve goals effectively and efficiently is the mouth of all managerial behaviour. Here the behaviour of individuals who carry out activities effectively will determine the effectiveness of the organization in its totality. Management must focus on activities on results and organizational performance. The manager is in charge of defining what results and performance the organization provide through the people who work. The specific task of management is to organize resources from the organization for the achievement of results outside the organization.

Chapter 2. People and Organizations

Understanding People and Organizations in Human Resource Management



Illustration of People and Organizations, Photo by Sora Shimazaki (Japan)

To understand people and organizations, of course, it needs to be understood in human resource management, people need to be managed and organizations also need to be managed. So, it is necessary to understand what management is. In managing a large number of people, it is necessary to have a systematic system so that it can be managed properly in an organization known as the bureaucracy. In this discussion, we will discuss understanding what management is starting from the Scientific Management, bureaucracy, human relations, and understanding human.

2.1. Understanding Scientific Management



Scientific Management Illustration, Photo by Pew Nguyen (Vietnam)

The theory of management began to emerge and develop since the industrial revolution in England in 1750 - 1850. The industrial revolution was a massive change in agriculture, manufacturing, mining, transportation, and technology, which had a major impact on social conditions, economy, and culture in the world. The industrial revolution marked a major turning point in world history in almost all aspects of life.

These changes are also felt in the field of management science. Progress and changes in the industrial sector raise the need for a systematic and efficient management approach, which can be used in order to improve the performance and production

results of a company. Management science development efforts are then carried out by experts in the field of management. Starting from the classical management theory put forward by Robert Owen and Charles Babbage, then developed and gave rise to another theory about management, which is called scientific management theory.

Scientific management is a classic approach to management that emphasizes the application of scientific principles, including increasing efficiency, performance, and productivity through rational analysis of the components of production. A major contributor to the scientific management approach is Frederic W. Taylor (1856-1917), Frederic W. Taylor (1856-1917) is known as the father of scientific management (the father of Scientific Management). Taylor explained that all work processes can be analyzed into tasks and with the scientific method it is possible to find the one best way to do a task. Then each task is carried out to the component parts, each time division, and the rearrangement sections into a state of the more efficient method of work. Taylor developed a rational concept of the economic need for motivation. In the rational concept of the economic need of work motivation, the workers will feel motivated by the achievement of a potentially higher or greater salary through work in a more efficient and productive manner (Taylor,2016).

Scientific management starts from the perspective of the financier and the method of production and adapts the needs of workers to capital. Initially, Scientific management was developed by F. W. Taylor in the 19th century. This approach forms the basis of what we now know as Work studies. Managers must take full responsibility for job planning and must use scientific methods to determine exactly how work should be

done to achieve maximum efficiency. Managers must select the most appropriate people for each job, train them to do the job efficiently, and monitor their performance to ensure conformity with expectations.

The idea of using the scientific method arose when Taylor was dissatisfied with the inefficiency of workers in his company. The inefficiency arises because they use a variety of different techniques for the same job, there is almost no standard of work there. In addition, workers tend to take their jobs easy. Taylor argues that the output of these workers is only a third of what it should be. Taylor then, for 20 years, tried hard to correct the situation by applying scientific methods to find the "best technique" to complete each job.

Scientific management was further developed by the husband and wife Frank and Lillian Gilbreth. The two of them were attracted by Taylor's idea after listening to his lecture at a professional meeting. The Gilbreth family succeeded in creating a micrometer that could record every movement made by a worker and the amount of time spent performing each movement. Void movements that escape the naked eye can be identified with this tool and then eliminated. The Gilbreths also devised a classification scheme to name seventeen basic hand movements (such as seeking, grasping, holding) which they called Therbligs (from their surname, Gilbreth, which is spelt backwards with a fixed th). The scheme allowed the Gilbreth family to analyze in a more precise way the elements of each worker's hand movement.

They got the schematic from their observations of the way bricks were arranged.

Previously, Frank, who worked as a building contractor, found that a worker made 18 movements to lay bricks for the exterior and 18 movements also for the interior. Through research, he eliminated unnecessary movements so that the movements required to install exterior bricks were reduced from 18 movements to 5 movements. As for the interior bricks, it reduces drastically from 18 movements to just 2 movements. By using Gilbreth's techniques, the craftsman can be more productive and have less fatigue at the end of the day.

Scientific Management Theory explains how to make humans work according to the targets expected by the company while still using the best techniques so that no energy is wasted. The scientific management method is suitable for answering individual social problems such as motivation, organization and staffing. Scientific management theory is the beginning of the birth of modern management theory. This management theory is designed to determine the best way to complete a job so that it can make workers more productive and thus reduce unnecessary things to do while working. In scientific management, management is required to play a major role in selecting jobs and then training them. Management is also advised to take over jobs that are not suitable for workers, especially those in planning, organizing, mobilizing, and controlling.

2.2. Bureaucracy



Bureaucratic Illustration, Photo by Sora Shimazaki (Japan)

Before getting to know the term bureaucracy, it is better to first examine the origins, meaning, and classical theory of bureaucracy so that we know the concepts that underlie bureaucracy. Correct understanding of the true meaning of bureaucracy allows us to provide the right analysis if we are faced with bureaucratic problems. Moreover, it is faced with the fact that bureaucratic practices are often far from the ideal meaning and goals of bureaucracy.

The definition of bureaucracy is used with many terms in the field of government where the term bureaucracy is absorbed from ancient Greek concepts. The earliest European country to discuss bureaucracy was France and the main character was Vincent de Gournay (1712-1759), a scientist who translated many great works of Ancient Greek into French, at that time. At that time the bureaucracy was an institution in which officials, clerks, secretaries, inspectors, and managers were appointed not to serve the public interest, but to serve the king (ruler). In such a position, the bureaucracy received a negative response and seemed rigid and made it difficult for the community. At the same time, in addition to the term bureaucracy, the accompanying term appears, namely "bureaumania", which means "disease" of the bureaucracy (Schiff, 2020).

Complaints about the appearance of government bureaucracy have existed since the government was born and efforts to improve them are as old. This is done among others by presenting ideas about efficient government administration. Such ideas have existed in China since 165 B.C. At that time Chinese officials had been selected by means of examinations and paid attention to other requirements such as expertise and ability. Even the writings of Shen Puhai (died 337 B.C.), contain a set of bureaucratic principles that are similar to administrative theories in the twentieth century. In France, de Gournay's work is considered important as a milestone in bureaucratic reform. The author's work is considered important for two reasons. First, he has explicitly raised the classification of the classical Greek government. In its discussion, other types of government have been found, which means adding to existing and recognized forms of government, such as monarchy, aristocracy and democracy. Beyond that de Gournay

identifies the existence of a group of rulers and a new method of governing. The second reason, the importance of de Gournay's findings has to do with the first reason, namely analyzing in terms of terms. In the vocabulary of the 18th-century "bureau" (bureau) means a desk.

In 1845, Karl Marx's Classical Bureaucratic Theory, known as historical materialism, had reached a mature stage of development and his ideas about the state, especially regarding the capitalist state had reached their final. Marx saw the bureaucracy as nothing more than a form of organization that the bourgeoisie inevitably had to use, to safeguard and guarantee their property rights and interests. Marx views that the state can actually still have independence, but that can only happen as long as the owners of great wealth are in terms of proposals and have not been displaced by modern classes, where no one particular group in society can control another group. Marx here tries to explain that the role of the bureaucrats is still determined by some bourgeois groups in fulfilling their wishes so that the independence expected by the government system will not emerge. The bureaucratic system that is still chaotic and full of intervention requirements makes the bureaucracy run on its own nets without any comprehensive improvement in its entire structure. He suggests that the main reason for advancing bureaucratic organizations is often purely technological prowess over other forms of organization.

Max Weber, a German sociologist, shows particular concern for the so-called bureaucratic structure, although his main studies in this regard are power and authority. Weber noted that the definition of duties and responsibilities in

organizational and management structures provides the emergence of permanent administration and standardization of office work procedures. Another side that fills the space for bureaucratic studies is a criticism of the rigidity of thought in organizational and management studies as an important thing in the organizational structure. Max Weber is known as the Father of the World Bureaucracy. Weber's framework can be found in his ideas about power, domination and authority. In Weber's view, power is the probability that an actor in a social relationship will be in a position where they can carry out activities despite obstacles. According to Weber, authority is said to exist when compliance is given on the basis of a belief in the legitimacy or legality of the order.

There are three types of authority based on their claim to legitimacy: first, traditional authority, namely power and domination that is legitimized by time, namely because they have existed for a long time or in other words because they are sanctified by tradition. Second, charismatic authority and domination which is legitimized by the personal leadership characteristics of the authority holder. Third, rational-legal authority is power and domination that is legitimized by formal rules and the rights of those who have the authority to give orders in accordance with these rules. Furthermore, the bureaucracy must also be empowered by democratic leaders to encourage the institutionalization of economic society. The three characteristics mentioned by Weber are a reference in all forms of organization. The bureaucracy is well explained in the third point. This characteristic is very important in the government system, where it is related to the rules which are fixed prices that must be obeyed by all bureaucrats in the delivery of public services.

Weber's opinion on the "rational bureaucracy" seeks to separate the office and the officeholder, the right conditions for appointment and promotion, the systematically structured relationship of authority between positions, rights and obligations which are strictly regulated and so on. Other terms in the field of government originating from ancient Greece and relating to bureaucracy, among others, are democracy, aristocracy, theocracy, monarchy, and others. Furthermore, it is analogous to the derivative word "democracy", then "bureaucracy" can be reduced to "bureaucrat", meaning a person or official who sits in a bureaucratic institution; bureaucratism, which means convoluted bureaucratic services and bureaucratization, which means that everything is regulated by bureaucrats. Bureaucracy is of course needed in organizations, both government organizations and private organizations, including companies.

Weber never clearly defined the bureaucracy independently, but only presented characteristics, symptoms, propositions and from the experiences, he saw on a daily basis. From this conclusion, readers can interpret the meaning of bureaucracy that Weber intended, including its special characteristics, to be seen as the most rational form of bureaucracy. The general concept of bureaucracy put forward by Weber is formed by the conclusion of the large number of figurative passages he made for it. One indication of Weber's general concept appears in his identification of the patrimonial type of bureaucracy, in addition to other types of bureaucracy, namely the rational bureaucracy. Patrimonial bureaucracy is different from rational bureaucracy.

Patrimonial bureaucracies are appointed based on subjective criteria because there is an emotional relationship with the appointed officials, while rational bureaucracies are appointed based on objective criteria, namely conditions that have been predetermined before a person becomes a government employee. The concept of officials is the basis for the existence of bureaucracy according to Weber, this can be seen from Weber's frequent use of *Beamtentum* (employee staff), as an alternative to the definition of bureaucracy.

Weber wrote extensively about the position of officials in modern society. For him, officials are an increasingly important type of social role. Weber said there are role characteristics that are related to each other. First, that a person has special tasks that must be done; second, the facilities and resources needed to perform/fulfil those tasks or roles are given by other parties, not by the actors of the role themselves. In this situation, officials have the same position as factory workers, but officials have characteristics that differentiate them from factory workers, namely officials have authority, while factory workers do not. The similarity is that they are both bound by contracts and appointed, not on the basis of choice by the crowd (society). Thus, Weber did not include all existing officials in his bureaucratic concept. Although Weber did not completely define the bureaucracy, from the characteristics presented on various occasions, the following conclusions can be drawn. "The bureaucracy is an administrative body of appointed officials, and forms a collective relationship for that class of officials as a certain distinct group, whose work and influence can be seen in a particular organization, particularly according to the procedure for its appointment". Thus, it means that the general concept of Weber's bureaucracy consists not only of

certain ideas about groups but also ideas about different forms of action within that particular group.

Weber views the rational bureaucracy as an essential element in the rationalization of the modern world, which for him is far more important than all social processes. This process includes the precision and clarity developed in the principles of leading a social organization so as to facilitate and encourage the conceptualization of social science.

According to Weber, democracy is not the same as bureaucracy in which the bureaucracy requires requirements for the appointment of a person / official, while democracy requires the election of a person / official by many people, not being appointed. The boundaries of the scope of systems of authority in general and democracy in particular are grouped into 5, namely collegiality, separation of powers, amateur administration, direct democracy, and representation (representation).

2.3. Management Based on Human Relations Approach



Human Relations Illustration, Photo by Huy Chien Tran (Vietnam)

Management based on this human relations approach is a reaction to scientific and bureaucratic management styles that do not pay attention to the psychological aspects of humans as workers. So in the 1920s, great pressure and great attention were paid to the social factors of workers and employee behaviour in organizations - this is what is called human relations. Human relations (human relations) generally refers to the work atmosphere that comes from the relationship between managers and employees. If human relations in an organization are effective, the work atmosphere will encourage morale and a harmonious work atmosphere. Work effectiveness is expected

to occur from a work atmosphere or good human relations (Aulich,2012).

Management based on the human relations approach focuses on human relations, namely paying attention to the relationship to employees, which is a weakness of this management that is task-oriented which raises a lot of criticism because work becomes monotonous and boring for employees so that productivity decreases. Whereas HR is a human being who is basically social in nature and wants to actualize himself (humans want to satisfy their social needs, want to develop themselves, and want to prosper their personal needs).

Munsterberg (1863-1916), a German psychology professor who is also known as the Father of Industrial Psychology, suggested that management techniques use the results of psychological experiments. For example, various psychological methods can be used to select certain characteristics that match the needs of a position. He also suggested that social and cultural factors should be considered in an organization. Munsterberg's main contribution to management is the application of industrial psychology to management.

Hawthorne research conducted by Mayo (1880-1949) resulted that human relations are a general term that is often used to describe the humane way managers interact with their subordinates. The assumption is that if the personnel manager motivates workers well, human relations in the organization will be good. If morale and efficiency decrease, then human relations in the organization decline.

The Hawthorne studies were conducted at the Western Electric Company plant from 1924-1933 in Hawthorne, near Chicago, United States. A study sponsored by General Electric, Co. The study aims to examine the effect of light levels in the workplace on productivity. Initially, employees were divided into two groups. The first group, namely the level of illumination is arbitrary. The second group is the control group. The lighting for the second group is unchanged. When the lighting level is increased, there is an increase in productivity in the first group even though the pattern is erratic. When lighting levels are lowered, productivity still tends to increase. In fact, productivity in the control group, namely the level of lighting was not changed, shows a tendency to increase in productivity. Such a result is, of course, confusing. In a later experiment, a group of workers were placed in separate places. Some of the related variables were changed, such as wages, length of time off and working days were shortened. In fact, workers are allowed to make suggestions/suggestions for changes. The results remain confusing. Productivity tends to increase even though the pattern is irregular. Elton Mayo (1880-1949) along with several colleagues, such as Fritz J. Roethlisberger and William J. Dickson, then joined the research team.

They then concluded that the increase in productivity occurred because the workgroup that was used as a study and also the control group felt that they were concerned. As a result, they are motivated to do better. Researchers came to the conclusion that management attention can increase employee morale. Such a symptom is often referred to as the Hawthorne effect. The researchers also concluded that informal groups have a positive influence on productivity. The working atmosphere in the factory is quite boring and makes the meaning of life "less meaningful". The friendship

between work colleagues helps reduce boredom at work. In addition, friendships are often strengthened by feelings of "anti-manager" together. With such an atmosphere, the group pressure becomes stronger, even compared to the influence of management. In certain situations, group pressure is detrimental because it tends to restrain productivity. Members who exceed the performance of the group will be opposed and force these members to return to their previous lower achievements. The concept of social man (social man), namely humans are motivated by social needs and complements the concept of economic/rational humans proposed by classical management.

The flow of human relations makes social needs aware of the importance. Thus, this flow balances the old concept which emphasizes the economy / human rationality. The working atmosphere is better than before. Most of the training then focus on efforts to improve the working relationship between managers and employees. This stream pioneered new studies in the field of group dynamics, where attention is paid not only to individuals but also to group processes and dynamics. However, there are several limitations to this theory. The design, methods and analysis of the research conducted by Mayo are still controversial. The concept of social man that was developed apparently did not fully explain human behaviour. Efforts to improve working conditions have not been able to increase work performance. Of course, there are other factors, apart from social factors, that encourage job performance. Economic factors (salaries), employee employability, organizational culture and structure, as well as many other factors influence employee performance. The flow of human relations has not been able to predict human behaviour accurately. This is understandable because

social factors are the result of human emotions that are more difficult to measure.

The limitation of this theory of human relations is that the concept of social beings does not completely describe the individuals in their workplace. Improvements in working conditions and job satisfaction have not resulted in marked changes in productivity. The social environment at the workplace is not the only place where workers interact with other units outside the workplace. The group under study changes their behaviour because they feel that the group is the object and subject of the study.

2.4. Understanding Humans, Maslow's Theory



The Illustration of The Hierarchy Theory, Illustration by Buffaloboy (Thailand)

It is undeniable that all humans must have needs. The need arises as a human effort to maintain his life. Human needs do vary, but there is one well-known theory that can explain the concept of human needs. This theory is the hierarchy theory of needs proposed by Abraham Maslow. Abraham Maslow himself is a psychological figure from the United States. According to Maslow, human needs are arranged in a

hierarchy. It is called a hierarchy because indeed humans fulfil their needs in stages. Humans will try to meet one level of need first. After the first level is fulfilled, then humans will try to meet the needs of the next level (Johnson & Davey,2019).

Abraham Maslow laid the framework for a new approach to human relations in human resource management based on personality development and motivation based on the hierarchy of human needs in 1943 known as the hierarchy of needs. Maslow explained that basically there are various kinds of needs in a person that can be seen hierarchically which is illustrated in the illustration of the hierarchy theory above. The various needs by Maslow are grouped hierarchically into five forms of needs, namely: (1) physiological needs; (2) the need for security; (3) social ownership; (4) need for self-respect or love; and (5) the need for self-actualization.

Before being able to meet basic needs a person will not be motivated to meet security needs. Likewise, someone who has met basic needs will be motivated to meet security needs. Fulfilling security needs will encourage a person to be able to meet social needs. And so on, so that someone will be motivated to carry out self-actualization after the 4 needs at the lower level have been met. The theory of needs and motivation described by Maslow is the most widely adopted theory because this theory is able to describe more easily a person's behaviour in meeting their needs. However, it turns out that a person's behaviour pattern in meeting needs does not always grow from level 1 to level 5. This means that it is not always someone who has met basic needs, then fulfils security, social, love, and then self-actualization. Often a person stops and revolves around basic, security, and social needs. After the fulfilment of social needs, a person

will fulfil the needs below him again and then meet the social needs again, unable to motivate himself to meet the needs at the level of love, let alone meet the needs of the level of self-actualization.

A person who has been able to meet basic needs which include eating, drinking, shelter, and other basic needs, will try to be able to meet his security needs. Start thinking about insurance to protect children and their families, buying a car to replace a motorbike that may lack road safety, building fences or other protections to fulfil their sense of security. Once these security needs are met, a person will strive to fulfil the need for social recognition. Someone will buy clothes with a more well-known brand to get social recognition, buy a car with a more prestigious type and price to get social recognition as a successful person. Buying a house in a more prestigious area to gain recognition as a certain class of society, and so on. But unfortunately, often someone will continue to circle on this need.

When a need is met, other needs will emerge that are at the bottom of the hierarchy. If physical needs have been satisfied, safety or security is a need that then arises, this need is basically the need to be free from physical fear and deprivation of basic psychological needs. In other words, it is a need for self-care. When physical and security needs have almost been satisfied, social or affiliation needs are a need that will arise, because humans are social creatures. Individuals have a need to become and accept various groups, when social needs are more dominant, individuals will try to relate to other people. After individuals begin to be satisfied with these needs, they usually want to be more than just a member of their group, they then feel a need for

appreciation such as self-esteem or recognition from others. The satisfaction of these self-esteem needs is generated by feelings such as self-confidence, dignity, power or control. This starts when individuals feel useful and have an influence on the environment. After the need for self-esteem has been met, the need for actualization will emerge. Actualization is a need to maximize its potential. So actualization is the desire that arises when one skill has been mastered. Individuals satisfy this in different ways according to their potential and expertise. The flow of this actualization can change rapidly in a lifecycle to an end.

Fulfilling one need will lead to other needs. Everyone has different needs, sometimes someone to achieve self-actualization needs must go through the fulfilment of needs starting from the physical, and continue to crawl on to self-actualization. However, Buying clothes, cars, houses and other materialistic things will never be limited, because such items are always issued new every year, so that someone who is trapped in materialism and will circulate to meet this need for a long time, maybe even to death, and not yet motivated to fulfil love and self-actualization needs. The level of the need for love is the level of someone's need to be loved and loved, at this level, someone does something directed to get love or give love to what he does. A person becoming chairman of a professional association without getting any payment from his position as chairman is a manifestation of this need. Likewise, someone who takes the initiative to become a leader in a social society helps disaster victims, does more work than is required because his love for this profession is a manifestation of efforts to meet needs at this level. Meanwhile, the level of self-actualization needs is the level of a person's need to work for nothing but to contribute to something he has. At this level, a

person does not dedicate what he does to anyone, except to produce something as he aspires to. Someone makes something work not for sale, but to realize his idea of something desired. At this level, a person is motivated to do something not because of money or praise or orders, but because of the desire of oneself to realize his desires or ideas. These things make many people go round the bottom three levels in the hierarchy of needs theory, namely basic needs, security, and social.

Maslow's hierarchy of needs has undergone revisions, namely in 1970 and 1971. In 1970, Maslow separated the behavioural tendencies that exist in self-actualization into cognitive needs and aesthetic needs. In 1971 Maslow found that some people can actualize themselves through their own abilities and experiences. By Maslow, this ability is called the ability to transcendence. However, Maslow never included self-transcendence into his hierarchy of needs. But Maslow's successor researchers such as Henry Gleitman Alan Fridlund and Daniel Reisberg included it as the highest hierarchy, the eighth hierarchy. According to the most recent version, the hierarchy of human needs consists of eight levels, namely: physiological needs, security needs, social needs, reward needs, cognitive needs, aesthetic needs, self-actualization needs, and transcendence needs.

Hofstede found that there are many differences between different cultures and also differences in employee motivation, management style. Hofstede concluded that a theory of motivation such as Maslow's hierarchy of needs is by no means a description of the universal human motivation process. On the contrary, it is a reflection of the value system, namely the value system of the United States middle-class society to

which Maslow belongs.

Countries developing other value systems may perceive the need for security to go beyond social needs or self-respect. For example, in Sweden, which has had some success with participatory management styles, social needs are valued more than they need for rewards. In Germany, Japan, Switzerland, Italy and Austria, the need for security is generally valued more than they need for appreciation. In Canada, India, and England as well as in the United States, in general, Maslow's theory is applied relatively well. However, Maslow's theory of needs has also received wide recognition among executive managers because it is intuitively logical. However, research does not substantiate this theory and Maslow does not provide empirical evidence and several studies have attempted to validate this theory. Apart from all that, Maslow's theory has been widely used in the industrial world to show a relationship between workers and work performance.

It can be concluded that the hierarchy of needs in Maslow's theory can change its order according to the culture and values espoused by humans. So that the hierarchy of needs in each country may be different. This is the understanding of human resource managers who work in multi-national companies to understand the culture and values held by employees from various countries.

Chapter 3. Understanding Management



Functions, Principles and Elements of Management

Illustration of a Manager, Photo by Evelina Zhu (Russia)

The definition of management has been discussed in chapter 1. In this chapter, the discussion focuses on management functions, management principles and management elements. The three discussions are a series that is very important in understanding management in practice in managing the organization both as a human resource manager and as a manager in other fields. This basic understanding of management helps a human resource manager to work by following the principles, functions and elements of management in managing

human resources owned by a company or organization.

3.1. Management Functions



Illustration of Management Functions, Photo by Christina Morillo (USA)

The success and success of a company must of course be balanced with good rules and management functions. In a company, of course, there is a management system that regulates the course of work so that it goes well and in accordance with its function. Management can be described as a social process that takes responsibility for making effective planning and regulation. With the management process, it is hoped that everything can run regularly to achieve common goals. Management science can be defined as the ability to be able to organize something so that the goals to be achieved

can be achieved. In addition, the word management can also be interpreted according to its etymology, management has the meaning of being able to organize and implement. Etymologically, the word management means to organize and implement. Etymologically, the notion of management is an art to implement and organize. Management is also seen as a science that teaches the process of achieving goals in organizations. As a joint effort with several people in the organization so that there are people who formulate and carry out management actions called managers (Lussier & Hendon,2019).

Management can be said to be an art in organizing from planning to the evaluation stage. The person who leads or coordinates management is called a manager, which is a reference for the management function as a reference for action. In general, the notion of management is an art in science and organization such as planning, building organization and organizing it, movement, and controlling or supervising. It can also be interpreted that management is a systematic science in order to understand why and how humans work together in order to produce something that is beneficial to other people as well as certain groups and society at large.

Management is a process where a person can control various kinds of activities carried out by individuals and groups. Management needs to be implemented in order to achieve the goals or targets of the individual or group cooperatively by using the available resources.

Based on ancient French, word management can also be interpreted as a form of

planning, coordination, and organizing existing resources in order to achieve goals effectively and efficiently. Management in an organization has 4 Basic Functions, namely Planning and Decision Making, Organizing, Leadership and Control which are used to manage organizational resources so as to achieve determined goals effectively and efficiently.

The first basic function of management is planning and decision making. Basically, planning or planning is determining organizational goals and deciding the best way to achieve them. Meanwhile, decision making is a part of planning which is concerned with selecting steps or tasks that must be carried out to achieve organizational goals. The planning must have a time limit until when these tasks must be carried out and who is responsible for the task.

Planning is a strategic activity by arranging things that will be done with the resources they have. Planning is done to determine the overall goals of the company and how best to meet those goals. Planning is the most important process of all management functions because, without planning, other functions cannot run.

Good planning must have goals, be made rationally and simply, contain job analysis, be flexible in accordance with conditions, have a balance and are also able to streamline resources. Planning is how the company sets the desired goals and then develops a strategic plan on how to achieve these goals. Managers in the planning function must review and evaluate various alternative plans before deciding because this is the first step that can totally affect the company going forward. After making

plans and determining steps or tasks to achieve organizational goals, the next management function is to organize the right people and other resources to carry out the defined plans. Basically, what is meant by Organizing is delegating tasks that have been determined in planning to individuals or groups within the organization concerned. In the Organizing function, there is a grouping of activities and the preparation of the Organizational Structure as well as explaining the functions of each section and the nature of the relationship between these parts in the organizational structure.

The function of organizing management is carried out with the aim of dividing a large activity into smaller activities. Organizing makes it easier for managers to supervise and determine the people needed to carry out the tasks that have been divided. Organizing can be done by determining what tasks must be done, who should do them, how the tasks are grouped, who is responsible for the task, and at what level decisions must be made.

Organizing (planning function) is the arrangement of human resources and physical resources that are owned in order to carry out the plans that have been decided to achieve the desired goals. The organizing function is to group all existing people, tools, tasks and authorities into one unit which is then moved to carry out what has been planned beforehand. Organizing can make it easier for managers to supervise and determine the people needed to carry out the tasks that have been divided.

After determining the Planning and organizing the necessary resources, the third

function of Management is Leadership (Leading) or some call this management function Directing. Leadership (Leading) in Management is a series of processes used so that every member of the organization can work together in achieving organizational goals. A manager must be able to guide, direct, move and motivate and influence subordinates in order to carry out the tasks that have been planned to achieve the goals/objectives of the organization.

Leading is an action to ensure that all members of the group strive to achieve goals in accordance with managerial and business planning. In this process, activities include guiding and motivating workers so they can work effectively and efficiently. Give assignments and explanations regularly about work. Describe all policies that have been set.

The last function of the 4 management functions is the control function, the control function is an effort to assess a performance based on the standards that have been made, as well as to make improvements if it is needed. A good form of supervision is supervision that is in accordance with the needs and nature or character of the company. Good supervision is carried out that does not cost much and can ensure that repair activities are carried out. For this reason, the company needs to prepare steps for the company's pattern and plan before the supervision is carried out.

The Control Function is concerned with the collection of information used to measure organizational performance, monitor the progress of previously planned tasks and take corrective action against deviations that occur. In this control function, a manager

always oversees the course of a task or activity that is directed at achieving the Organizational Goals that he has set.

The evaluation management function is part of the control function carried out after the work process is carried out. In this process, performance is assessed whether it is in accordance with the planning or strategy that has been planned. At this stage management evaluates the success and effectiveness of performance, makes clarifications and corrections, and also provides alternative solutions to problems that occur during the work process. The controlling management or supervisory function can run effectively if these things are taken into account:

1. Routing, managers must be able to define ways or routes in order to find out where something often goes wrong
2. Scheduling, managers must be able to clearly determine when the supervision should be carried out. sometimes scheduled monitoring is not efficient at finding a fault, and on the other hand, when it is carried out suddenly, it is sometimes even more useful.
3. Dispatching, management in this case will deliver related performance evaluations to the delegation unit. the manager will convey errors and corrective solutions.
4. Follow Up, namely the process of follow-up and delivery of information. Problems that are raised and discussed are then followed up in an effort to correct performance errors.

3.2. Principles of Management



Illustration of Henry Fayol's 14 Principles of Management, Illustration by Karla Gabriela Rodríguez Apanco (Mexico)

At the end of the 19th century, many organizations had to deal with management practices in their daily operations. Also in the early 1900s, many large organizations, such as production plants, needed better governance but at that time there were few management tools, models and methods available to regulate it. Management science is often applied to an organization or company. The main objective of implementing management in an organization or company is to achieve goals and achieve efficiency and effectiveness. In order for management implementation to run smoothly, management principles must also be applied. The most famous principle of management put forward by Henry Fayol (Bright et al,2019).

Henri Fayol (1841-1925) scientist who first applied the foundations of management principles to modern scientific management. The concepts he initiated were called management principles. This principle is a factor that underlies successful management in an organization. Henri Fayol explored this in a comprehensive manner, as a result, he managed to summarize 14 basic management principles. Henri Fayol's research and management principles were published in a book entitled 'General and Industrial Management (1916).

Everyone can be sure to have principles, but not always that person understands and is able to apply the principles he says are guidelines for life. This condition could occur because of his lack of understanding of the meaning of these principles or indeed because of his unwillingness to apply these principles in organizational activities and activities of his daily life.

Every manager must have a commitment to management principles when implementing his duties and responsibilities. Because this management principle will support the success of managers in improving their performance. By using management principles, managers can avoid mistakes in carrying out their work, and confidence in themselves will be even greater, at least with these principles the manager can reduce the wrongdoing in his work. For this reason, it is necessary to state the meaning of principles as an introduction to our understanding of these management principles. Principles are fundamental statements or general truths that can be used as guidelines for thoughts and actions that arise from the results of research and experience. This principle is permanent, general in nature and every

science has principles that reflect the "essence" of basic truths in the field of science. Management principles are basically the essence of the success of management to achieve the expected goals.

The 14 principles of Management are statements that are based on fundamental truths and have been tested. These management principles serve as a guide for management decision making and action. These principles have been developed using observation and analysis of events that managers face in practice. Henri Fayol was able to synthesize 14 management principles after years of research.

Henry Fayol revealed that there are 14 management principles, namely:

1. Division of work



Illustration of a Man at Work, Photo by Marc Mueller (Germany)

The division of labour must be adjusted to the expertise possessed objectively so that the implementation of tasks can run effectively. In this case, the placement of employees should use the principle of the right man in the right place. In practice in the real world, employees specialize in different fields and they have different skills from one another. Different levels of expertise can be distinguished in the field of knowledge from generalist to specialist, personal and professional development should be mutually supportive. According to Henri Fayol, increasing labour efficiency can increase productivity. In addition, specialization of the workforce increases their accuracy and speed. This management principle applies to technical and managerial activities in every organization. This principle is very important because there are limit factors, which means that there are human limitations in doing all work, namely:

- a. limited time;
- b. limited knowledge;
- c. limited ability;
- d. limitation of attention.

These limitations necessitate a division of labour. The aim is to achieve organizational efficiency and a division of labour based on specialization, both in the technical and leadership fields. In order for a goal to be maximally achieved, a job must be divided into smaller elements or spatially. The purpose of the division of labour is to improve employee performance and increase effectiveness. The principle of division of labour absolutely must be held in every organization because without a division of labour it means that there is no organization and cooperation among its members. With the division of labour, the usefulness and usefulness of the organization can be increased for the achievement of goals.

The division of work in an agency is necessary to distinguish a person in a company, whether he is a leader, executor, staff and so on. The pros and cons of the division of labour determine a lot of effectiveness and efficiency.

2. Authority and Responsibility



Authority and Responsibility Illustration, Photo by Anastasia Shuraeva (Russia)

To get things done in the organization, management has the authority to give orders to employees. Of course with this authority comes responsibility. According to Henri Fayol, the power or authority that accompanies it gives managers the right to give orders to subordinates. Responsibility can be reviewed from performance and

therefore it is necessary to make agreements on the authority that is given. In other words, authority and responsibility go together and they are two sides of the same coin. Each employee must also have a certain authority in carrying out his job, which is also balanced with the responsibilities of each job performed. According to this principle, there is a need for a division of authority and responsibility between superiors and subordinates; authority must be balanced with responsibility. For example, authority is equal to X, then the responsibility is X. Authority creates "rights", while responsibility creates "obligations". Rights and obligations lead to interaction or communication between superiors and subordinates.

Every official/leader in a certain body must have power and responsibility, authority is the right to make decisions regarding the duties and responsibilities for the work he does. Every manager in a company certainly has the authority and responsibility. Authority is the right to make decisions or carry out something in connection with duties or responsibilities. Meanwhile, responsibility is a task that must be completed in order to carry out the authority that has been given. Authority and responsibility must be exercised in a balanced manner. The greater the authority, the greater the responsibility.

3. Discipline



Discipline illustration, Photo by Malte Luk (Germany)

The third of the 14 principles of management is about discipline. This is often part of the core values of the mission and vision in the form of good behaviour and respectful interactions. This management principle is very important and is seen as what makes an organization run smoothly. Every employee must have self-discipline in carrying out his job responsibly.

Discipline is something that becomes the basis for the strength of a company or every party involved in a body, there must be discipline to do a job, obeying the rules made by the body, the leadership must be able to provide an example to subordinates by

fulfilling the rules and agreements that have been agreed upon beforehand. Discipline needs to be applied because it is the basis of the success of a company or organization in achieving its goals. A company or organization will find it difficult to achieve goals if it does not apply discipline. According to this principle, all agreements established regulations, and orders from superiors should be respected, obeyed and fully implemented.

4. Unity of command



Unity of command illustration, Photo by Andrea Piacquadio (Hungary)

To facilitate the achievement of goals, there is a need for a unity of orders from superiors to subordinates or an employee receiving orders from a superior. The management principle of "Unity of command" is that each employee must receive orders from one manager so that employees have a responsibility to that manager. If the duties and responsibilities entrusted to an employee are assigned by more than one manager this can cause confusion which can lead to conflict for the employee. By using this principle, the responsibility to avoid mistakes can be minimized. Orders received must have the same purpose even though they come from different people so that there is no confusion in carrying out the work.

Orders should be given by only one person, namely the boss or manager. If too many people give orders, employees will find it difficult to determine their priorities, causing confusion and not focus on carrying out the assigned task. According to this principle, each subordinate should only receive orders from a superior and be responsible only to a superior. But a superior can give orders to several subordinates. The principle of unity of order is necessary because if a subordinate is ordered by several superiors, he will be confused.

5. Unity of direction.



Unity of direction illustration, Photo by Anna Shvets (Russia)

The principle of unity of direction needs to be applied so that each unit or each employee has the same goals as the company and must not conflict with each other so that goals can be achieved effectively and efficiently. Employees need proper direction in order to carry out their duties properly and on target. With the principle of unity of direction, it means that ahead and his staff must not conflict with one another in achieving an overall goal. This management principle is about focus and unity. All employees provide the same activities that can be associated with the same purpose, it is like you are looking for the North Star Metric for your business. All activities must

be carried out by one group that forms a team. These activities should be described in an action plan. The manager is ultimately responsible for this plan and he monitors the progress of the defined and planned activities. The focus area is the effort put in by employees and coordination. Each person (group) of subordinates only has one plan, one goal, one command, and one superior, so that there is a unity of direction, unity of movement, and unity of action towards the same goal. Unity of command relates to employees, while the unity of direction relates to the entire company.

6. Prioritizing the interests of the organization above its own interests (Subordination of Individual Interest into General Interest).



Illustration of Subordination of Individual Interest into General Interest, Photo by Matheus Bertelli (Brazil)

There are always all kinds of interests in an organization. In order for an organization to function properly, Henri Fayol indicated that personal interests are lower than organizational interests (ethics). Its main focus is on organizational goals and not on individuals. This applies to all levels of the entire organization, including managers. Employees must realize that the success of the organization or company will also affect them so that they seek and provide the best for the benefit of the organization.

Organizational interests must take precedence over personal interests. It is clear that the purpose of implementing management in an organization or company is to achieve goals. Therefore, the interests of the organization must take precedence so that goals can be achieved. This principle means that the public interest or the company as a whole must be above personal interests. Everyone in the organization must prioritize common interests (organization), on the basis of personal interests. For example, daily office work must take precedence over one's own work.

7. Payment of Fair Wages (Remuneration of Personal)

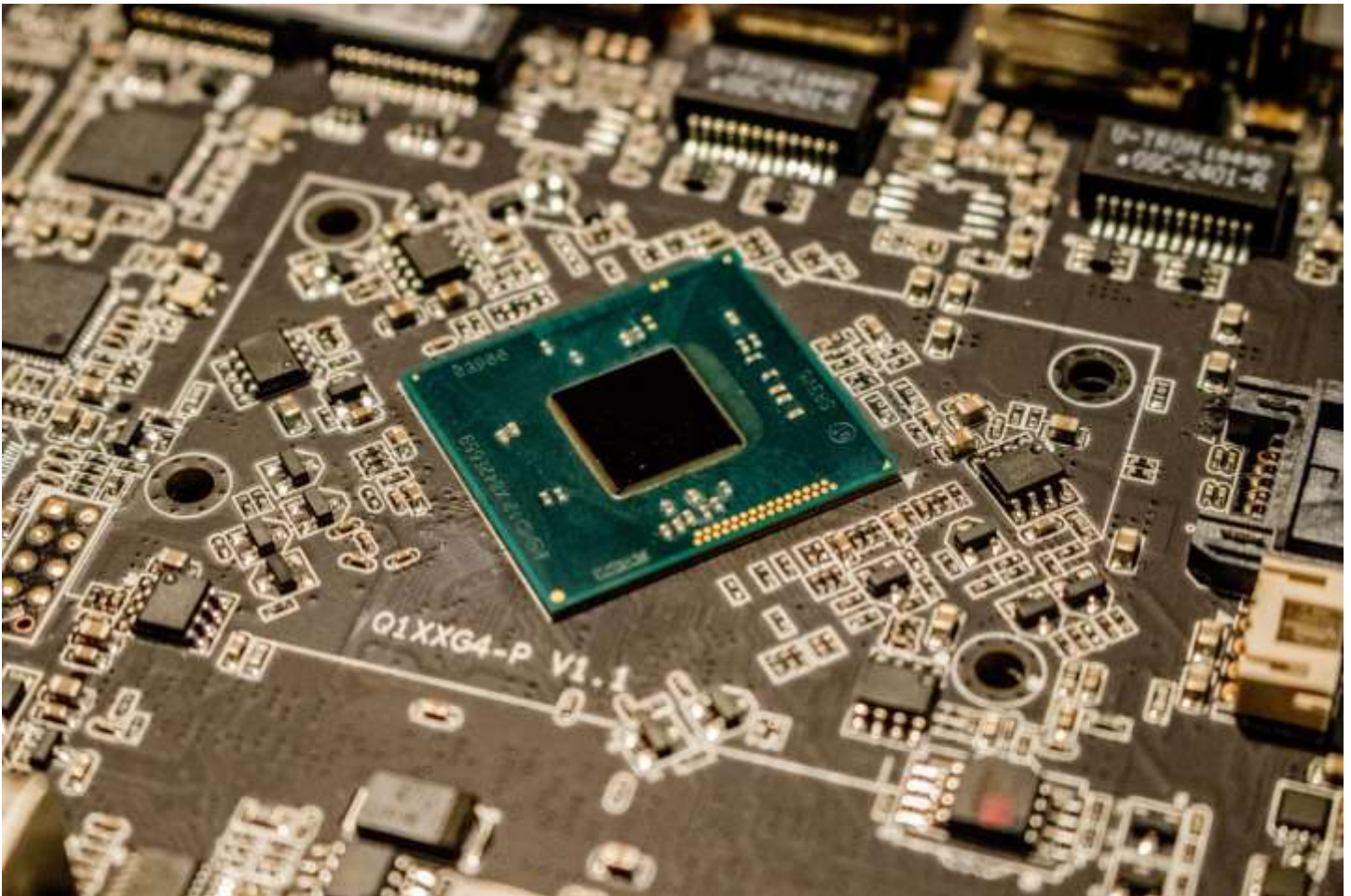


Illustration of Demanding Justice, Photo by Lina Kivaka (UK)

Motivation and productivity are two things that are related to the smooth running of the organization. This management principle explains that payroll must be sufficient to keep employees motivated and productive. There are two types of payroll, namely non-monetary (praise, extra responsibility, credit) and monetary (compensation, bonus or other financial compensation). Ultimately, it is about rewarding the effort the employee has put in. Appropriate compensation will provide discipline and high morale for each employee.

One of the factors that affect employee job satisfaction is the salary they charge. Therefore, a company must be fair in providing salaries. So that employee morale is maintained so that organizational goals can be achieved. In providing wages to employees, it must be fair or impartial. There are objective bases in determining the wages of each employee. According to this principle, salaries and social security should be fair, reasonable, and in balance with the needs, so as to provide maximum satisfaction for both the employee and the employer.

8. Centralization



The microprocessor as Illustration of Centralization, Photo by Jeremy Waterhouse (Arkansas)

Management and authority to process decision making must be balanced in an organization. This depends on the volume and size of the organization. Centralization means placing the concentration of authority in decision making at top management (executive board). Sharing power for the decision-making process at lower levels (middle and lower management) is known as decentralization. Henri Fayol indicated that organizations should strive to strike a good balance in this regard. The final responsibility of an organization or company lies at the level of the top manager (top manager) who has the highest authority.

Authority can be centralized and can be delegated to certain officials to smoothen the net of a company. Every organization must have a centre of authority, meaning that the authority is concentrated or distributed without neglecting typical situations, which will give a satisfactory overall result. Centralization is in a relative sense, not absolute (absolute). The principle of centralization must be applied in a balanced manner. This means that not all authority must be centralized, sometimes authority is delegated (decentralized). If there is pressure to give subordinates a greater role, then decentralization must be implemented. Conversely, if there is a tendency to reduce the role of subordinates, then centralization must be applied.

9. Hierarchy



Hierarchy illustration, Photo by Jonathan Borba (Brazil)

The hierarchy or level is present in a particular organization. This varies, from senior management (the executive board) to the lowest level in the organization. The principle of hierarchical management states that there must be clear lines in the area of authority (from top to bottom and all managers at all levels and divisions). This can be seen as a type of management structure. With this hierarchy, each employee will know to whom he must be responsible and from whom he gets orders. The existence of a division of labour will create a hierarchy in an organization or company structure.

The channel of command or authority that flows from top to bottom must be a clear, unbroken vertical link with the shortest distance. It means that the order must be levelled from the highest position to the lowest position in a consecutive manner. the channel of command or authority that flows from top to bottom must be a clear, unbroken vertical link with the shortest distance. This means that orders must be tiered, namely from the highest position to the lowest position in a consecutive manner. With this principle, it means that the lines of authority in an organization must be clear.

10. Orderliness (Order)



Illustration of Orderliness, Photo by Sora Shimazaki (Japan)

The order is divided into two, namely the material order and the social order. Material code of conduct means that the goods or tools of the organization or company must be placed in an actual place, not to be taken home. Meanwhile, social discipline is that the placement of employees must be in accordance with their expertise. Discipline is an important component, as is discipline. Without discipline, it is impossible for an organization to achieve its goals. In conducting a business, there must be order both materially and in person so that there are rules that must be followed. Order in work is very important to avoid the chaos that can hinder the implementation of company or organization operations. This principle is divided into material orders and social orders, meaning order and order in the placement of goods and employees. Material order means that the goods or the foundation of the company organization must be placed in the correct place, not kept at home. Social order means that employee placement must be appropriate with the expertise or field of specialization.

11. Justice and honesty



Illustration of Justice and honesty, Photo by Ekaterina Bolovtsova (Russia)

The principles of fairness and honesty management often occur in the core values of an organization. According to Henri Fayol, employees must be treated fairly and equally. Employees must be in the right place in the organization to do the right thing. Managers must supervise and monitor this process and they must treat employees fairly and impartially. In order for each subordinate to be loyal to his superior, each superior must practice justice, namely giving everyone what is their right. Fairness and honesty are related to employee morale which must be owned by all levels of the organization or company.

Leaders must treat all employees fairly in terms of salary and social security, employment and punishment. Fair treatment will encourage subordinates to obey orders from superiors and work passion. If it is unfair, the subordinates will be lazy and tend to underestimate the duties and orders of their superiors. The purpose of the principle of fairness is that a leader or manager must treat all employees fairly in terms of providing salaries, jobs and penalties. Fair treatment given by the leadership will encourage subordinates to comply with any orders given by the leadership so that organizational goals can be achieved effectively.

12. Stability of employee conditions



Stability Illustration, Photo by Shiva Smyth (Australia)

The existence of employees must be maintained in a stable manner, not too frequent employee changes either due to transfers or dismissals. Employee instability will cause additional costs, both for recruiting, training and also for supervision. Stability of conditions needs to be maintained so as not to interfere with employee performance which ultimately hinders the achievement of goals. According to this principle, company leaders must try to keep employees from moving and leaving less frequently, because it will result in organizational instability, higher costs, and the company does not have experienced employees.

The leadership of the company must try so that every employee feels at home working until his retirement. If employees quit frequently it is necessary the manager investigates the cause. Is it because the salary is too small, bad treatment, and so on. This management principle is the placement and management of personnel and this must be balanced with the services provided by the organization. Management strives to minimize employee turnover and have the right staff at the right place at the right time. Things like changing positions in employees must be managed properly. The principle of job stability is that a manager must strive so that the transfer and turnover of employees do not occur frequently. If this happens frequently, it will result in organizational instability, higher costs, and the company does not have experienced employees. Therefore, a manager must try to make every employee feel at home working until his retirement. If employees frequently quit, then managers need to investigate the cause.

13. Initiatives



Initiatives Illustration, Photo by Rakicevic Nenad (Serbia)

Every person or employee is given the opportunity to express or carry out initiatives regarding how to work procedures work or carry out new plans in their work. Initiative occurs when someone tries to complete things that should be done in order to give maximum results. Henri Fayol believes that with this management principle, employees should be allowed to express new ideas. This encourages interest and engagement and creates added value for the company. Employee initiative is a source of strength for the organization, it also encourages employees to be involved in the progress of the organization. a leader must provide encouragement and opportunities for his subordinates to take the initiative, by giving freedom so that subordinates actively think about and complete their own tasks. The purpose of the principle of the initiative is that a leader or manager must provide opportunities for his subordinates to take the initiative. The opportunity to take the initiative is given by giving freedom to employees in thinking about and completing their duties.

14. The spirit of unity and the spirit of the corps (esprit de corps)



Illustration of The spirit of unity, Photo by Andrea Piacquadio (Hungary)

Every employee or manager needs to instil a spirit of unity or loyalty in the group so that it can work together with a number of people to achieve common goals. A sense of the same fate will provide enthusiasm to work together in achieving the expected goals. The principle of the spirit of unity in the organization must be developed and fostered through a good communication system so that work cohesiveness can be realized and the desire to achieve good results can emerge. In addition, a manager must nurture his employees as best they can. So that employees feel that they belong to the company. The management principle of 'esprit de corps' is the struggle for

employee engagement and unity. Managers are responsible for moral development in the workplace, both individually and in communications. Esprit de corps contributes to cultural development and creates an atmosphere of mutual trust and understanding. According to this principle, group unity must be developed and fostered through a good communication system, so that teamwork is realized and the desire to achieve good results arises. Company leaders must foster their subordinates in such a way that employees feel that they belong to the company.

3.3. Management Elements



Illustration of Manager, Photo by Sora Shimazaki (Japan)

Management is very important for everyone's life to regulate what will be done in that person's activities. In this case, it makes someone understand what to do and how to do it. Management itself has elements of management that are very important in managing. Management as a typical process of several actions, such as planning, organizing, mobilizing, and monitoring. All of these actions aim to achieve the target by utilizing all available resources (Soundaian,2019).

Management is the process of planning, organization, coordination and control of resources so that goals are achieved effectively and efficiently. Effective here means that the goal is achieved according to plan, and efficient means that management is carried out carefully, organized, and on time. Defines management as expertise in arousing other people to be willing to do something. It does not have to be a person, management skills can also be possessed by organizations or groups.

Management is an attempt to achieve predetermined goals by using other people's activities. Management is the same as anything else, there are elements in it. So, before we discuss the elements of management, it is important to know that management itself is divided into three types, namely science, art, and profession. As a science, management is seen as something that is always developing in decision making. Management can also be taught and given to others. Meanwhile, management as an artist looks at talents and talents. In management, individuals can manage, supervise, and lead organizations with different characters, attitudes and leadership skills for each person. Therefore, management implementation may vary, depending on the character of the executor. Lastly is management as a profession. This refers to all types

of activities that must be supervised by everyone with clear rules, starting from the company, the organization and itself.

Epistemological management is the art of organizing and implementing. Management comes from old French, namely management. Management is essential for an organized life and is indispensable for the operation of all forms of organization. Good management is the foundation of a successful organization. Managing life means running everything to achieve a single goal.

The term management is usually identified with the world of business and offices. Management is a systematic process in organizing so that control and supervision can be carried out to achieve certain goals. The word management comes from English, namely 'manage' which means to organize, plan, manage, cultivate, and lead. Etymologically, management is an art to implement and organize. This is what underlies management as the art of managing and arranging to be neatly arranged. In practice, management has both a subject and an object. The subject is the one who regulates, while the object is the one who governs.

Management is needed so that personal or organizational goals can be achieved. Management is also very necessary to achieve the efficiency and effectiveness of an organization's work. Forming a good managerial system requires management elements in it. All of these elements complement each other, and if one of these elements is not present, it can have an impact on the overall results of the achievement of an organization.

Management is a process carried out by humans by utilizing existing resources to achieve goals effectively and efficiently. This is a very brief meaning and has a very clear meaning. Humans are the main role in the management's ongoing activities.

In management, it has resources, namely, human resources, capital resources and natural resources. To get these resources must conduct a survey whether it is in accordance with the objectives to be achieved. The elements of management currently play an important role in the formation of management effectively and efficiently.

Human resource is someone who is productive in doing work as a driving force for an organization to realize the goals to be achieved. Second, natural resources are sources that are already available by nature and can meet human needs such as land, plants, etc. Third, capital or capital resources are sources that can support production, such as funds, machines, etc.

Basically, the use of management science in economics is aimed at achieving certain goals. In order for these objectives to be maximally achieved, the application of economic management must contain at least several facilities or elements. In general, management functions for planning, organizing, directing, and controlling. In a business, with good management, it is hoped that the business can run well, effectively and efficiently, so that it can be avoided from the risk of loss or business failure.

Every company has the elements to form a good managerial system. In order for the

implementation of the management function to run well, Management Elements are needed. Each of these elements is complementary and interrelated with one another. Management elements are very important in existence and their roles are useful for improving managerial systems and achieving company targets and goals. These elements are called management elements. If one of them is imperfect or does not exist, it will result in reduced efforts to achieve the goals of the organization or company. Management elements are needed to achieve organizational goals. The management elements consist of man, money, materials, methods, machines, and market. Understanding the elements of management (tools of management) is a must for every manager. Because the elements that are organized must be arranged in such away. So that it can be seen which elements are missing or lacking or not. The elements of management in their application in the company are closely related to one another. Each of these elements cannot be separated from one another. Without one, the implementation of management functions in the company will not work properly and properly. The following is a description of each of the elements of this management:

1. Men



Worker illustration, Photo by Chevanon Photography (Thailand)

The first element is humans, by carrying out the management process, humans play an important role. To achieve goals that have been planned, arranged and already running is an important role played by humans. Humans are arguably very important in these elements of management. Man or humans function to move, understand, and motivate employees. Therefore, in management, humans also have a role to make plans and implement them to achieve certain goals. In the application of economic management, humans are the most important element. Because it is humans who set a goal and humans also carry out the process to achieve that goal. Without humans, a

manager will not be possible to achieve his goals. Because the success of a manager in achieving goals is the result of help from other people. This element refers to labour. Human labour, both the leadership workforce and the operational/executing workforce, carry out the management process to achieve effective and efficient goals that can only be carried out by humans. Without humans, a job will not go according to the plan made, because humans are working creatures to complete tasks. Humans can motivate other workers to do their job better.

In the management element, the human factor is the most decisive. Humans who make goals and humans also carry out the process to achieve goals. Without humans, there is no work process, because basically humans are working creatures. The most vital element of management is human resources. The most important factor in management is human. Humans make goals and carry out the process of achieving these goals. In other words, the work process will not occur if there is no human element in it.

Humans make plans and simultaneously carry out the process to achieve these goals. Without humans, there will be no planning and work processes in management. Even in an automatic world, no organization can develop without human resources. In this element of human resources, several things must be considered, namely:

1. The amount, must be in accordance with the needs and formations
2. Requirements, such as expertise, ability, skills, education, experience
3. Composition, such as leadership, executor, technical, administrative, etc.

2. Money



Money Illustration, Photo by Suzy Hazelwood (UK)

The company in carrying out all its daily activities cannot be separated from the costs which are measured in units of a sum of money. The money in question is the amount of money needed to achieve the desired goal. Money or money is used in management to pay for labour, buy raw materials, and pay for machine maintenance costs. With the availability of sufficient money or funds, the company's management will be more flexible in carrying out a number of efficiencies to achieve the company's ultimate goal of obtaining maximum profit. Apart from humans, money is also a very influential element of management because the results of activities can be measured from the

amount circulating in a company. The existence of money can be a tool in the process of achieving goals by using it which is calculated rationally.

To carry out its activities, management requires costs, both for the purchase and maintenance of equipment, purchase of raw materials/materials, payment of labour salaries and so on. Good money management will affect the success or failure of management that is carried out. Therefore, money management must be carried out rationally so that the stated goals can be achieved. Money is one element that cannot be ignored. To achieve a goal, production needs to be carried out first. The production process will run smoothly if there is money to support it. In the production process, money is used to pay for employee salaries, buy materials, buy equipment, pay for supervision, and so on. money is a very important need. money becomes an intermediary in getting the organization to its goals. Because it is with money that the operating costs of a company or organization can run.

The use of money in a company is for operational costs, such as employee salaries, purchase and maintenance of office equipment, and other equipment needed by the company. Purchasing materials or raw materials will be much cheaper in value if it is done by cash payment as well as the quantity or quantity, the more quantity ordered, it will automatically get a special discount price from the vendor. Money is a very important element in the course of work to be achieved according to goals. A work in progress will require equipment and tools to streamline the process. Getting the equipment and equipment must have money so that money can be said to be important.

In terms of management, processes that utilize resources can achieve goals effectively and efficiently. To achieve an efficient goal, capital in the form of money is needed which can fulfil this. It can be seen that to build something having money really supports the smooth running of the development. Correct financial management is also crucial in the continuity of optimal management. With an efficient financial management process, of course, all business processes can be well planned with factual financial data.

3. Methods



Method Illustration, Photo by Chokniti Khongchum (Thailand)

In order for a goal to be achieved, a work process must be carried out. In the process of carrying out work, of course, it requires work methods. In management, it is necessary to have several methods to determine how a job can be done. A set of procedures and instructions is established taking into account the objectives to be achieved, available facilities, time, money and business activities.

These methods are defined as Standard Operating Standards (SOP), which play a role in increasing the use of all resources and production factors so that all work can run Effectively and Efficiently. A good working method will make the work run smoothly. A method can be in the form of determining how work is carried out by giving various considerations to targets, available facilities, use of time, money, and business activities.

Methods are methods used to achieve goals. The right method, such as clear targets, adequate facilities, money, and all other activities will determine the course of the plan according to what has been determined. The method becomes something important to make, because the method will move every human being, and function various other elements for the purpose of the company or organization. The thing to remember is that even though the elements of the method have been carried out well, the people who implement them do not understand or do not have. experience and the results will not be satisfactory. Thus, the main role in management is human resources.

Methods or methods are elements that support efficient work methods in the use of resources, such as people, money, and materials, which are related to management

activities. To manage something, a standard method or standard operating procedure is needed. Work can run effectively and efficiently if done with the right method. A work method must take into account the objectives, facilities, time, money and business activities. In addition, the proper and proper method must also be understood by the humans who carry it out. In other words, a method can only work well if humans are involved in it. Each division within the company has its own main job desk function and each division is closely related in carrying out company activities.

In carrying out work, work methods are needed. A good working procedure will make the work run smoothly. A method can be expressed as determining how work is carried out by giving various considerations of the target, the facilities available and the use of time, as well as money and business activities. It should be remembered that even though the method is good, while the person who implements it does not understand or have no experience the results will not be satisfactory. Thus, the main role in the management element remains human. A method used to carry out a management process can be done with a human mind. So that the method can make the process easier and faster to complete in achieving an efficient goal. The method occurs because of the emergence of management elements above to carry out the process smoothly. Using a method that has been prepared in accordance with the existing division, it can be distributed to workers who are experts in their fields. Humans will help the method that has been formed to produce raw materials into finished materials. With a good method, it will also make the machine run properly and the money is used according to the needs that will achieve the goal.

4. Materials



Materials illustration, Photo by Klaus Nielsen (UK)

In the process of carrying out activities to achieve a goal, humans must use materials or materials. Therefore, the material elements must be fulfilled in the application of economic management. Not only that, but humans must also be able to take advantage of existing materials. Because humans and materials are inseparable elements. Without the material, the desired goal will not be achieved. Materials can be defined as the materials needed to achieve a goal. Material or the raw material is a function that shows how high the quality of the business or organization that is being run. Raw

materials are the main elements to be processed into final products to be delivered to consumers. Good material will certainly support good management as well. materials or materials consisting of raw materials, semi-finished goods, and finished goods. Materials are the source of the production process which will be handled directly by the manager. The availability of raw materials or materials is vital in the production process. Without raw materials, a manufacturing company cannot process something for sale. Experts are needed to process raw materials into finished or semi-finished goods. Human Resources and raw materials are closely related to each other and cannot be separated.

Materials consist of semi-finished materials (raw material) and finished materials. In the business world to achieve better results, apart from humans who are experts in their fields, they must also be able to use materials as a means. Because matter and humans cannot be separated, without matter the desired results will not be achieved. In a process of achieving a goal, having a supply of raw materials is needed. If raw materials are not available to carry out the production process, the process will be hampered in the short and long term. Therefore, one of the most important elements of management is materials that meet the objectives. Raw materials are obtained by buying them in places that provide the required raw materials. To achieve an effective goal, durable and good raw materials are needed so that management runs smoothly. In processing these raw materials, humans need to be able to make them a needed product.

5. Machines



Machine illustration, Photo by Anamul Rezwan (Bangladesh)

One of the elements of management that supports the efficient process of achieving goals is a machine. If you want to achieve goals effectively, then the machine is an element that must be met in the application of economic management. The use of machines will provide convenience or generate greater profits and can create work efficiency. To process raw materials into finished goods, a set of machines and work equipment is needed. With the machine, the time needed in the production process will be faster and more efficient. Besides being efficient, the level of human error or

human error can be minimized, but it requires reliable resources and quality raw materials to obtain maximum results. Using a machine will help speed up the work done.

Machines are used to process raw materials into a quality product. The machines in question are machines/tools that are needed or used to achieve the goal. Management is carried out with many processes that are done well in order to achieve very good goals. For this reason, the raw materials used must be of high quality so that the results are in line with expectations. Machines can run because humans are moving, the meaning of this is that every element of management is closely related. The machine is an element that is no less important. Machines become means of production or support for activities that will be carried out by everyone. Machines will help speed up various activity processes so that the presence of machines in the company is also something that should be considered. The machine element refers to machines as facilities/tools to support company activities, both operational and non-operational.

Machines are needed by humans to do difficult work easier and faster. The use of machines will increase yields and profits and make work processes more effective and efficient. Besides being efficient, the level of human error or human error can be minimized. However, it requires reliable resources and quality raw materials to obtain maximum results. Machines or machines are a significant management element because they can increase work efficiency and reduce production costs.

Machines are used in the processing of raw materials into finished goods. Machines

and other work equipment are needed to make difficult work faster and more efficient, and play a role in increasing yields and profits. With technological developments, the use of machines is increasingly sophisticated and modern, so as to minimize errors in the production process and work to become more efficient and effective with more results.

6. Market



Market illustration, Photo by Quintin Gellar (USA)

The consumer or market is a very important element. Without marketing, goods will not be sold. This is because there is no demand, which can cause production to stop. Company activities can also be vacant. The market is a place or channel to sell goods and services produced. The consumer or the market is a very important element,

without demand, the production process will stop and all company activities will be vacuumed. In order to master market segmentation, management must have a reliable marketing strategy that can compete with similar market competitors in terms of price, quality and quantity.

The market is an element that makes the production process smooth, it is the market because the market is visited by many consumers who will buy the product. The existence of a market makes the product sell and it can be seen the advantages and disadvantages of these products. In this case, the production maker can improve and maintain quality. The market is very influential on a production that has been produced in accordance with the processes that have been used. In management to dominate the market can use a good strategy to compete and become the main one. With a strategy to make products more widely spread and preferred by consumers. Marketing the product is of course very important because if the goods produced do not sell, the production process will stop. It means that the work will not proceed. Therefore, market control in the sense of distributing production results is a determining factor in the company. In order for the market to be controlled, the quality and price of goods must be in accordance with the tastes of consumers and the purchasing power (abilities) of consumers. The elements of management are essential in management because they determine the direction of the company in carrying out company activities. In addition, financial reports also support the management process.

The market is a place to distribute production results. Apart from that, the market is

also one of the factors driving the increase in production output. To be able to market their products well, companies must understand marketing well. Product marketing is very important for the continuity of the production process of the company itself. The production process of a product will stop if the goods produced do not sell or are not interested in consumers. This means that the market is very important to be controlled for the continuity of the company's production process. Good marketing allows the goods or services produced to have a market share. Good market control plays an important role so that goods or services can be distributed to all consumers while maintaining and paying attention to quality and price. This is done in order to satisfy consumer needs and achieve company goals. Low-quality goods/services at relatively high prices will not be purchased by consumers.

The six elements above have their respective roles which encourage the achievement of organizational goals through management. The six elements of management above are closely related to each other, and each element is very important in the context of implementing the management function to achieve maximum results and efficiency in company activities. Time is perhaps the most valuable asset and requires an overview of the management planning process and Management must use that time as effectively as possible. For example, how long will it take to create and introduce a new product to the market and how responsive is the business to competitive pressures. After discussing the elements of management that are important in running management, it can be seen that a process that must be carried out must be good. Using management elements in making a product is effective and efficient. To get both, it is necessary to have all elements of management, because all elements are

interrelated.

Effective is closely related to the number of results that are in line with expectations. Efficient, such as the large use of time and money spent in the process of achieving goals. In life, it is very difficult to achieve goals with maximum effectiveness and maximum efficiency. Maximum results obtained with minimal costs are very difficult to occur. What often happens, in general, is the use of minimal costs and getting fairly reasonable results. This kind of situation is usually known as the word "optimal" because the word optimal is a combination of the two. Using the elements of management in an appropriate way will get optimal results. To get optimal results, it can be done according to the needs which are used effectively and efficiently. This makes management run equally and in accordance with the expected results.

These management elements have an interdependent nature, which means that each element will have more significant meaning when all of these elements are synergized and have an urgency value that determines the success of an organization or company. The implementation of these elements will have less value if applied partially. For this reason, the implementation of the system needs to be used in the application of management elements in an organization or company. To achieve the goal, management uses various available resources or production factors in an effective and efficient manner, the sources or factors are materials, mechanics, methods, money, mechanics and the market. These sources or factors must be regulated by management in order to have effectiveness and be effective, integrated and coordinated in achieving the objectives of the Sub-system and achieving the system objectives of an institution

optimally. Management is the process of maximally utilizing organizational resources in achieving organizational goals.

The behaviour of the administrator/manager exerts influence on members in an organization to achieve its goals. In other words, the organization is a forum for the operationalization of management activities. Therefore, in the managerial process, there are a number of main elements that make up management activities, namely: the human element (men), materials (materials), machines (machines), methods (methods), money and the market. These six elements have their respective functions and interact or influence each other in achieving organizational goals, especially the process of achieving goals effectively.

Chapter 4. Understanding the Organization

Organization and human resources cannot be separated



Organizational Illustration, Photo by Christina Morillo (USA)

In understanding the organization, it is necessary to study the organizational definition, organizational elements, organizational effectiveness, organizational principles, organizational form. The organization is very important to understand for human resource managers. Because the human resource manager always works for the organization. And organizations are never separated from human resources.

4.1. Definition of Organization



Organizational Illustration, Photo by Matheus Bertelli (Brazil)

In general, the notion of an organization is a group of people in a container that is used to achieve common goals. In the social sciences of organization studied by a researcher from various fields of science, especially sociology, economics, political science, psychology and management. Organizations are basically created as places or places for people to come together, work together rationally and systematically. Organizations are also used in a planned, guided and controlled manner in utilizing resources (money, material, machine, method, environment), infrastructure facilities efficiently and effectively to achieve common goals (Stanton,2020).

Usually, several people who have the same goal will form a certain group which is now commonly referred to as an organization. Organizations are basically created as places or places for people to come together, work together rationally and systematically. An organization is an association or forum for a structured group of people to work together to achieve certain goals. In addition, an organization can also be defined as an entity consisting of many people, which can be in the form of institutions, associations or institutions, which have the same goals and are related to the external environment. There are various fields which of course will require a good organization to achieve the desired goals optimally. So understanding the meaning of the organization itself will be more helpful in carrying out teamwork as well as possible.

the organization is an association or a forum for a group of people to work together, controlled and guided for a specific purpose. Organizations usually make use of certain resources such as environment, methods or methods, materials, machines, money, and several other resources in order to achieve the organization's goals. People gathered in an organization agree to achieve certain goals through controlled systematic and rational resources and the presence of an organizational leader who will lead the organization's operations in a planned manner. The organization is a group of people arranged in groups, who work together to achieve common goals, the organization is a system of cooperation between two or more people, or the organization is any form of cooperation for the achievement of common goals, the organization is the structure of the division of labour and the structure of the

relationship system. work between a group of position holders who work together in a specific manner to jointly achieve certain goals.

The organization can be defined as two or more people who are in the same place and have one purpose. These goals will later be achieved together with members of the organization through cooperation from the parties concerned. It is said to be an organization if there are activities that are carried out together to achieve common goals and are carried out by two or more people instead of one person. Because the activity is carried out by one person it is not said to be an organization. Organization comes from the Greek word organon which means tool. It should also be noted that various sciences can be found in organizations. The knowledge in question is the knowledge that cannot be obtained in public places such as school. Every organization also certainly has a structure or structure starting from the position of chairman of the organization. Then it will be followed by representatives, secretaries, treasurers, and various other fields according to the needs of the organization.

the organization is a container or a place where a group of people gather to work together rationally and systematically, controlled and guided to achieve a specific goal by utilizing existing resources. In general, organizations will utilize certain resources in order to achieve their goals, such as; money, machines, methods environment, human resources, and other resources, which are carried out systematically, rationally and in a controlled manner. The definition of organization in the business world is a group of people or groups collaborating together in order to achieve commercial goals. Like non-profit organizations, in the business world, this term also has a clear structure

(read: Understanding Organizational Structure) and has a work culture. Therefore, different organizations will also have different structures and objectives. The organization is a combination of human and non-human elements, each of which has a function in achieving goals. In the organization, there are a number of human and material resources that are integrated to achieve agreed organizational goals.

The organization must exist in human life as an instrument that can unite humans in the dynamic and orderly process of life. Organizations without management will become chaotic and may even go out of business. This is clearly evident in situations that are not normal, such as disasters when the organization is not organized, management is needed to fix the organization so that it becomes better. Every organization has limited human, financial and physical resources to achieve organizational goals. Success in achieving goals actually depends on the goals to be achieved by using resources to achieve these goals. Management determines effectiveness and efficiency emphasizes doing the right job.

Usually, everyone in an organization has their own personal goals which of course are different, most of which are to earn income or to move up the ranks. Even so, usually, these individual goals go hand in hand with the general goals of the organization, namely to increase productivity and gain profits. With this organizational goal, the organization can develop to have more influence. Among other things in terms of recruiting members, influence in the outside environment to other achievements that the organization wants to achieve.

An organization is a forum for a group of people who work together rationally and systematically in a guided or controlled manner to achieve certain goals utilizing the resources contained in it. Meanwhile, in the business world, an organization is a group of people who collaborate to achieve commercial goals with a clear structure and a special work culture. For that, the organization needs an organizational structure.

Organizational structure is an arrangement of components (work units) in the organization. The organizational structure shows the division of labour and shows how the different functions or activities are integrated (coordination). Apart from that the organizational structure also shows job specializations, command channels and submission of reports. Organizational structure is very important to be understood by all components in order to create an effective and efficient work system. The organizational structure is a description of how the organization divides work and carries out its duties or jobs in order to achieve organizational goals. The organizational structure also regulates who carries out the duties and jobs. In addition to dividing and managing the tasks and jobs carried out by the organization, the organizational structure also describes the organization's internal and external relationships.

Informing an organization, there must be a goal that people who are members of the organization want to pursue together. After a goal, the organization will be in the form of a task or work program, part of which is a function of the organization. In simple terms, the organization can be defined as a unit which is a container or means to achieve various goals or objectives of the organization which has many underlying

components including many people, work relations arrangements, job specialists and the rational awareness of members according to their respective abilities and specialities. To be able to run an organization optimally, it is necessary to complete the basic elements in the organization itself. With the completeness of these elements, the organization is doing well. The organization is a collaboration between physical and human resources. In addition, there are objectives, division of labour, and the hierarchy of authority. An organization is a group of people who work together by gathering to plan and achieve common goals, where they work to make use of existing human resources. The things that support the achievement of an organizational goal, among others, can be in the form of material (money), methods, environment, facilities and infrastructure, and others.

Organization is important in social life because by organizing something can be achieved and problem-solving can be resolved together by consensus. Organizations also teach everyone that socializing is necessary. The working system in an organization is expected to be effective and efficient in the sense that it is carried out systematically and in a guided manner supported by rational and controlled thinking. An organization is a container or gathering place for a group of people to work together rationally and systematically, in a controlled manner, and be guided to achieve certain goals by utilizing existing resources. In general, the organization will use a variety of specific resources to achieve goals. Such as money, machines, methods, environment, human resources, and other resources, which are carried out in a systematic, rational and controlled manner. The definition of organization in the business world is a group of people or groups collaborating together to achieve

commercial goals. Like non-profit organizations, in the business world, this term also has a clear structure and a work culture. Therefore, different organizations will differ in structure and goals.

4.2. Organizational Elements



Illustration of Organizational Elements (Human), Photo by Christina Morillo (USA)

In order for an organization to run well, there must be several important elements in it, such as cooperation, goals, or equipment. Without one element, organizational performance can be hampered and not optimal. The elements in the organization are needed so that an organization can achieve its goals optimally and systematically. With

the arrangement of the organization, then automatically an organization is successful at work. The organization has several elements that are very important for the organization to run properly (Magalhães,2020). These elements are the parts or components that makeup and make clearer organizational goals. Below will explain what the elements are in each organization along with their definitions and explanations.

1. Human

The first and foremost element of the organization is human. An organization will be formed if there are human elements working together. Each person in the organization also has their own levels and functions. There are leaders as well as those who are led have been fulfilled. Organizational members consisting of leaders who manage the organization in general, managers who head certain units according to the functions of their work fields and people who work under the manager. This designation is usually adjusted to the type of each organization. Personnel or organizational members are a very important element because they have their respective roles and levels. Without the personal, an organization will not run well, let alone achieve the desired goals. The human element is the most important element that is owned in an organization, wherein an organization there are personnel who have their respective levels of positions and work functions (according to the type of an organization). Humans are the most important element in an organization where each person has their own level and function. Personnel is the most important elements in an organization where each person has their own levels and duties and responsibilities.

2. Goals or objectives

Every human being certainly has different interests and goals, now this is the reason for the existence of goals in the organization, by uniting different interests and goals to become the same interests and goals and in achieving them also together. Every organization is formed to achieve a goal. Goals are indicators that must be passed by an organization, which also serves to measure its performance. A successful organization is one that fulfils most of the goals that have been set. The more goals achieved will convince future clients or investors.

The existence of goals in an organization is influential in developing the organization both in recruiting members and achieving what is going to be done in the running of the organization. The general organizational goals are as follows:

1. Overcoming a person's limited abilities, independence and resources in achieving his goals.
2. The place to achieve goals selectively and efficiently because they do it together
3. As a place to manage in the environment together
4. As a place to get awards
5. A place to gain power and control
6. As a place to get a position and division of tasks.
7. Being one of the places to seek profit together
8. Being a place to increase socialization and take advantage of free time

The objectives of an organization are determined based on the initial plan or strategic

direction, which also includes responses to unexpected problems and events arising from the environment in which the organization operates. Goals also help direct, control, motivate and review the success of an organization's activities. For the successful attainment of objectives, there must be an appropriate strategy or action plan which ensures that resources are properly directed towards the end goal. The strategy used must also be continuously reviewed to determine whether the company is focused on achieving goals. Organizational goals and strategies are adapted to change, so they are regularly modified over time. Goals must fulfil the following characteristics:

1. Clarity:

The goals must be clearly defined so that there is no doubt that the person responsible for participating in the achievement of the goals is not in doubt.

2. Flexibility:

objectives must be flexible enough to be modified when circumstances change.

3. Measurable:

Goals must be measurable over a period of time in order to be achieved.

4. Realistic:

the goals must be reasonable and possible to achieve.

5. Coherent:

a goal must be consistent, that is, it should not conflict between one person and another.

6. Motivate:

the goals should be structured in such a way as to become a motivating element and a challenge to the person responsible for the fulfilment of these goals.

An organization will be formed if it has a goal to be achieved. Organizational goals are needed in an organization because they involve the target and purpose of establishing an organization. With a goal, an organization can be structured systematically and organized. Following are the goals of the organization in general. The goal of an organization is to produce goods and services. Non-profit organizations, for example: produce services that benefit the community, such as health care, education, justice processes, and road maintenance. Businesses produce consumer goods and services such as cars, housing, recreational opportunities, hotels, financial institutions, etc.

Common Goals are the targets an organization wants to achieve, both in terms of procedures, programs, patterns, and the final results of the organization's work. Goals are the goals or targets to be achieved in an organized formation. Starting from the procedure, the program carried out, the pattern until the final result of an organizational program is carried out. Generally, someone forms or joins an organization because they have the same goal. Common goals or goals are also the next elements of the organization. In an organization, there are always goals or objectives to be achieved together, both in terms of procedures, programs, patterns, to the final results of the organization's work. The purpose of the organization will be the direction of the organization's journey in determining the activities that will be carried out later. A common goal is a form of goals to be achieved by the organization itself, both in terms of procedures, programs, patterns, and the final results of the organization's work.

3. Work

An organization will be formed if it has work to be done and there is a division of labour. Job or job is the last element of the organization. An organization will be formed if it has work to be done and there is a division of labour. An organization can only achieve common goals if its members carry out their duties and responsibilities together. Cooperation is carried out in order to achieve common goals. Each member will have their own duties and responsibilities. The work is divided and forms a division of labour and teamwork within the organization. In this case, cooperation is carried out by more than two people in an organization and the cooperation is carried out so that the goals of an organization are achieved and carried out well.

This collaboration is needed to achieve organizational goals so that they can run well and benefit all members of the organization. This member cooperation starts from the time of plan preparation for implementation in order to achieve goals. Generally, members of the organization will be divided into tasks so that a program can achieve its goals and be implemented well. The division of tasks can be done by forming several divisions that are responsible for several tasks and responsibilities. Each organization will clearly distribute duties and responsibilities to each of its members. This division of tasks is usually based on the rules that have been made previously. The organization also formed several divisions to make the division of tasks more specific. This is very useful for appointing a person in charge of the task to be carried out. The essence of an organization is a human endeavour, the process of carrying out

work into a small component that serves the purposes of the organization and to do it by individuals or groups is called the division of labour. This division of labour takes place to mobilize the organization in the work of many people to achieve common goals.

4. Organizational Facilities

An organization will be formed if there are technical elements in the form of organizational facilities, both physical and non-physical. This element is more of the supporting equipment in an organization (as a means). This can be seen through materials, budgets, and capital goods that can be used as a workplace or gathering of an organization (such as offices, buildings, money, human resources, etc.). To achieve organizational goals, necessary facilities and infrastructure in the form of adequate tools and equipment, which can be in the form of materials, budgets, capital goods and other useful resources in order to achieve goals. These facilities and infrastructure are in the form of completeness either in the form of physical or human resources. Such as offices, organizational buildings, money, HR materials and so on. This equipment functions as operational so that the organization's programs are executed or executed. Including the domicile or domicile of the organization because an organization will be formed if there is a place of domicile.

5. Structure

An organization will be formed, there is a relationship between humans and other humans so that an organization will be created. A structural element is a form of relationship between humans and other humans in the organization including

positions, positions, lines of command as well as the division of tasks and authorities in the organization. Structure builds an organizational hierarchy. And the structure also builds and develops and is based on mutually agreed-upon rules. An organization must also have rules that must be obeyed by each of its members and are usually written. This regulation is made in order to keep limiting and regulating the resources owned by the organization so that it can work synergistically. Work that is synergized and carried out together will be easier to achieve a goal within an organization.

Authority is the right to act and govern other people's personalities. Managers have authority over their subordinates. When the organization divides the work into small sections, several things must be done to coordinate efforts to ensure that the work results achieve organizational goals. The hierarchy of authority is when work positions are arranged so that the division of authority increases, facilitating coordination. A person with high authority can make decisions that result in better coordination and direct work activities at low levels. With a combination of human, material and device elements objectives, a clear division of labour as well as authority, then an organization working in a system open to achieving goals. Likewise, the most fundamental thing is the function of personnel resources is very decisive, because the quality of abilities, knowledge, skills, attitudes and personality in carrying out duties and responsibilities work according to their authority will determine the effectiveness and organizational efficiency. All organizational components as the system must synergize in achieving goals. In this case, synergy is creating a combination that makes it stronger than simply addition parts of the organization.

6. Environment

An organization will be formed if the environment is very supportive and influencing each other, such as the existence of a social cooperation system. This element is more about environmental aspects such as social, economic, cultural, and technological conditions as support in achieving the goals of an organization. Environmental factors also have an important role because they will greatly affect an organization. For example, socio-culture, budgets, policies, regulations, and economic conditions. The organizational environment includes the existence of natural resources that can be utilized by the organization and controlled by the organization. Natural resources that are used to support the success of an organization include water, climatic conditions, soil conditions, weather, flora and fauna. Natural resources are also an important element in which natural resources must be adequate for the organization to run well. Examples include water, climatic conditions, soil conditions, weather, and even flora and fauna.

4.3. Organizational Effectiveness



Illustration of an Organization Performance Report, Photo by Lukas (Czech Republic)

The organization is a product of modern human culture, especially when organizations are directed to an own system of work that enables the best possible achievement of human desires, cooperation and goals. Therefore, in organizations always all the instruments are arranged in such a way as to achieve effectiveness (use results) in each organization. Strictly speaking, both individuals and workgroups have an important contribution in determining organizational effectiveness. Because as an open system that interacts with the external environment so that the process of achieving goals can be more optimal (Schein,2016).

An organization established certainly has a goal to be achieved. Whether it's a financial success or its benefits to the public. And of course to find out whether these goals have been achieved or not can be measured by the effectiveness of the organization in your company. Organizational effectiveness can be achieved if every individual or group in a company can do every job for which they are responding effectively and efficiently. The concept of effectiveness is actually a broad concept that involves various factors within and outside the organization.

Both individuals and groups boil down to achieving effectiveness so that organizational effectiveness can be achieved. But what managers need to know is that there are many factors that contribute to individual effectiveness and group effectiveness. In this context, individual effectiveness is supported by factors of ability, knowledge, attitudes, motivation and pressure. Meanwhile, the factors that cause group effectiveness are cohesiveness (cohesiveness), leadership, structure, status, roles and norms in the workgroup. Furthermore, organizational effectiveness is caused by environmental factors, technology, strategy, choices, structure, processes and organizational culture. The goals that are achieved in the management process are the effectiveness of individuals, groups and organizations. The managerial process takes place in the process of planning, organizing, mobilizing and controlling. In this process, managers play an interpersonal role, a decision-making role, and an informational role. Here it is emphasized that the basic nature of managerial work is to coordinate the work of individuals, groups and organizations through the implementation of four management functions, namely; planning, organizing, leadership and supervision so as to achieve individual, group and organizational

effectiveness.

Organizational activities can be seen from the performance achieved by organizational personnel, and various groups or units within a particular organization. The entire managerial process including planning, organizing, leadership and supervision activities becomes effective when managers, staff and employees perform high performance resulting in high productivity and excellent service to customers or stakeholders. The concept of effectiveness is actually a broad concept, covering various factors within and outside the organization. The concept of effectiveness by experts does not have uniformity of view, and this is due to the point of view that is carried out by different disciplinary approaches, thus giving birth to different concepts in its measurement. However, many experts and researchers have revealed what and how to measure effectiveness. Effectiveness is an achievement of activities as planned. A job that has been done by someone can certainly support achieving goals as a group. This can happen because each organization is divided into several parts or groups. In addition, the achievement of group goals will support the achievement of an overall organizational goal.

Individual effectiveness will certainly support group effectiveness and group effectiveness will support organizational effectiveness. So that the achievement of organizational goals depends on group effectiveness. Likewise with the effectiveness of groups depend on individual effectiveness. Organizational effectiveness related to the achievement of goals. The achievement of a goal as intended here includes the achievement of individual goals, group goals and organizational goals. Therefore, in

an organization, there will always be an evaluation of the achievement of goals which of course begins with an evaluation of the achievement of individual goals or the work effectiveness of each employee.

Effectiveness can be viewed as a cause of other variables. Effectiveness means that preplanned goals can be achieved or in other words, targets are achieved because of the process. Effectiveness is the achievement of goals from joint efforts. The degree of target achievement shows the degree of effectiveness. So, it can be concluded that effectiveness is the achievement of goals. Effectiveness is the relationship between output and objectives. In terms of effectiveness is a measure of how far the level of output, policies and procedures of the organization achieve the goals set. In a theoretical or practical sense, there is no universal agreement as to what is meant by "Effectiveness". However, the definition of effectiveness relates to a general approach. When traced effectiveness comes from the root word effective which means there is an effect (effect, consequence, impression) and the use of methods/means, means/tools in carrying out activities so that they are effective (achieving optimal results).

The achievement of results (effectiveness) carried out by an organization consists of three stages, namely input, conversion, and output or input, change and results. Input includes all available resources, information and knowledge, raw materials and capital. In the input stage, the level of efficiency of the resources that are owned determines the capabilities possessed. The conversion stage is determined by the ability of the organization to utilize its resources, management and use of technology in order to generate value. In this stage, the level of expertise of human resources and the

responsiveness of the organization to environmental changes will determine the level of productivity. Meanwhile, in the output stage, the services provided are the result of the use of technology and HR expertise. An organization that can utilize its resources efficiently can increase its ability to improve service by satisfying customer needs.

The competitive advantage of an organization really depends on the level of complexity it has, namely the extent to which its ability to achieve results or value creation. These capabilities include manufacturing (in the company), Research and development capabilities and organizational design. If these capabilities can be optimally utilized and developed gradually, then the organization can outperform its competitors and provide better service. The expertise possessed by HR, the use of increasingly sophisticated technology and highly professional management capabilities will determine the level of organizational effectiveness.

Managers' understanding of organizational effectiveness greatly affects their ability to utilize their resources to achieve results (value creation). The more productive and efficient an organization can utilize its resources, the higher the value creation it achieves. Control (control), innovation (discovery) and efficiency are 3 emphases in top management that will determine organizational effectiveness. First, control is the ability of an organization to control the external environment as well as to attract resources and customers. The external environment is a dynamic thing, which is always changing where the organization must respond and adapt to these changes.

The ability of an organization to utilize its environment by using and protecting its

resources optimally demonstrates its ability to control its external environment. Second, innovation is the development and improvement of an organization's expertise to find new ways and results in the service process. Innovation also means the acceptance or formation of new, more constructive values so that an organization can improve its ability to respond, adapt and improve its working mechanism. Third, Efficiency is the ratio between output and input, namely the application of new ways to increase productivity. The technical capability of an organization, namely the level of productivity and efficiency (ratio of output to input) of its resources. Both the quality of human resources, the technology they have and the management will determine the output they produce.

Organizational effectiveness in achieving organizational goals and effectiveness is the key to the success of an organization. Criteria or measures of organizational effectiveness are related to internal organizational factors and environmental factors that the organization is in (external) which include organizational productivity/output, organizational flexibility, and its form of success adapting itself to changes inside and outside the organization, absence of tension within the organization/barriers -Barriers to conflict between parts of the organization.

The term effectiveness varies widely where the explanation involves various dimensions that focus on various evaluation criteria. Furthermore, the measurements are relatively diverse where different criteria are carried out simultaneously. Effectiveness is a measure of the success or failure of achieving organizational goals. If an organization has succeeded in achieving its goals, then the organization has been

running effectively. The most important thing to note is that effectiveness says nothing about how much it will cost to achieve that goal.

There are many benchmarks that can judge the level of effectiveness of an organization. These measurements can describe and study in full the main elements related to fostering the effectiveness of an organization and the nature of these benchmarks.

The organizational effectiveness measurement approach includes four criteria, namely adaptation, integration, motivation, and production. First, the adaptation criteria question the ability of an organization to adapt to its environment. The second is integration, which is a measurement of the level of an organization's ability to conduct socialization, consensus development and communication with various other organizations. The third criterion is the motivation of members. In this criterion, measurements are taken of the engagement and relationship between organizational actors and their organizations and the completeness of facilities for the implementation of the main tasks and functions of the organization. The fourth criterion is production, which is the measure of organizational effectiveness in relation to the number and quality of organizational outputs and the intensity of an organization's activities.

Effectiveness (use result) can be understood as the degree of success of an organization (to what extent an organization can be declared successful) in its efforts to achieve what the organization's goals are. Effectiveness is meant as the level of how far a social system reaches its goals. Effectiveness must be distinguished from the notion of

efficiency. Efficiency mainly contains the meaning of the comparison between costs and results, while effectiveness is directly related to the achievement of a goal. Organizational effectiveness is a balance or optimal approach to achieving goals, ability to solve and utilize human labour. Organizational effectiveness is the degree to which an organization is a social system, with all the available resources and means to fulfil its objectives without waste by avoiding unnecessary tension among its members. An important criterion used to assess organizational effectiveness is performance.

There are several criteria for organizational effectiveness which are certainly different from the criteria for group effectiveness, let alone individual effectiveness. The following are the separate criteria of organizational effectiveness.

1. Short-term criteria: covering the areas of production, efficiency and satisfaction
2. Medium-term criteria: can be seen from the ability to adapt to the development
3. Long-term criteria: can be seen from its ability to sustain organizational life

Organizational effectiveness is influenced by 4 (four) factors in organizational culture, namely participation, adaptation, mission, and consistency. Participation is a way for employees to feel involved in organizational activities and can hold employees accountable for their actions. Participation is freedom (freedom) for everyone to express their opinion. As long as it is related to ideas that can advance and develop the organization or company, the group and organizational leadership must also appreciate this participation. Participation includes 3 (three) indicators, namely Empowerment, Team Orientation and Capability Development. The adaptation of an organization's ability to explain its environmental impact on the organization is the

organization's ability to respond to changes in the external environment by making internal changes to the organization. Adaptability can be seen from three (three) indicators, namely change (creating change), customer attention and organizational conditions (organizational learning). The mission of organizational effectiveness is a cultural dimension that shows the core goals of the organization, this goal makes organizational members firm and focused on what is considered important by the organization. Lack of organization in performing tasks will result in staff members failing to understand the results to be achieved and unclear long-term goals. Adaptability can be seen from 3 (three) indicators, namely three indicators, namely focus and fixed strategy (strategic direction and intention), goals and objectivity (goals and objectives), vision (vision). Consistency is the level of agreement between members of the organization regarding the basic assumptions and core values of the organization. Emphasizes the consistency of beliefs, values and symbol systems that are understood and shared by members of the organization, and the coordinated implementation of activities. The employee's sense of attachment will show whether there is consistency in the organization. There are key values; it is clear what can and cannot be done. Organizational internal consistency is a dimension that maintains the internal strength and stability of the organization. Consistency can be seen from 3 (three) indicators, namely core values, agreement, coordination and integration (Coordination and Integration).

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