
The Influence of Procurement and Development Strategy on HR Productivity and Satisfaction

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Abstract The purpose of this paper is to describe the influence of the procurement and development function on the productivity and satisfaction of HR, as one of the tasks of the HR Management (Advanced) course. The purpose of this paper is to determine and examine the effect of the procurement function on HR productivity, HR satisfaction, HR productivity, HR satisfaction and development on HR productivity and satisfaction. This study uses a library research method that refers to resources available both online and offline such as: scientific journals, books and news sourced from trusted sources. The result of this research is that the Procurement Function affects the Productivity of Human Resources. The Procurement Function has an effect on Human Resource Satisfaction. The Development Function affects the Productivity of Human Resources. The Development Function has an effect on Human Resource Satisfaction. The Procurement and Development Function affects the Productivity and Satisfaction of Human Resources.

Introduction

With the passing of the era of globalization, like it or not, like it or not, it has demanded and forced almost all fields of activity, be it government, private, social, educational and business organizations to adapt, adjust and follow the flow and flow of developments and changes in the era.

One of the important elements and effective anticipation in order to survive, especially to gain profit and survival from the changes that occur, is to create and prepare competitive and quality Human Resources (HR) excellence (Muhyi, Muttaqin, & Healthy Nirmalasari, 2016). In connection with this, careful and sustainable methods and strategies must be considered, which include: Formulation of functions in HR procurement such as HR Planning, Recruitment

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Programs, Selection and placement, HR Development Functions such as Training & Development, Career Development and so on (Adni, 2014).

According to Walker J.W in (Komaludin, 2020) said that to produce quality (superior) human resources in an effort to achieve organizational excellence, all functions in the organization must be supported, including HR.

HR planning here must have a relationship with the overall organizational planning pattern, because according to (Schuler & Jackson, 1996) it is said that the purpose of HR planning must place the right figure at the right time and in the right place. Strategic planning is an organizational decision that contains what will be achieved in accordance with the organization's mission and how it is done to achieve the organization's mission.

Furthermore (Ivancevich, 2018) also states about examples of the functions and roles of HR Management that can support the smoothness and success of an organization's strategic planning, which includes the recruitment, selection, and training/training processes with the aim of obtaining highly skilled/skilled workers and have expertise in accordance with the needs of the organization, determining the performance appraisal system and management regarding compensation.

The development of the business world and other organizations in principle and usually cannot be separated and cannot be separated from changes and developments in the excellence and quality of Human Resources (Sinambela, 2021). Business organizations (companies) in particular that want to improve their performance must understand and have consistency and commitment to the development of excellence and quality of Human Resources (HR) (Maarif & Kartika, 2021).

The above means that assets and investments for human resources through training and development must receive top priority attention in business organizations (business world) in the hope that knowledge, experience/skills and human resources capabilities do not always fall behind (obsolete) (Riniwati, 2016).

On the other hand, with the rapid development of technology and information, business people must be responsive and quick to think tactically and strategically about HR development in their business/business organizations. Various challenges that need and must be faced by an organization/company, where an organization/company should carry out HR planning and development in an effort to build and increase HR productivity and satisfaction.

According to (Ulrich, 1998) currently organizations/companies are facing critical business challenges and collectively these challenges require the organization/company to build/increase new productivity. The human resource management development process basically starts from planning and manpower procurement, this strategy is directed at the workforce to a more specific understanding in the future. The goal is to help and ensure that the organization has the skilled, skilled and knowledgeable workforce needed to achieve its goals.

Based on various opinions of experts, and the description in the background above, one of the alternative solutions is the demand for organizations/companies that must be carried out strategies/functions of procurement and development in an effort to increase the ability/productivity and satisfaction of its Human Resources (Anggono, 2013).

The purpose of this paper is to describe the influence of the procurement and development function on the productivity and satisfaction of HR, as one of the tasks of the HR Management (Advanced) course. The purpose of this paper is to determine and examine the effect of the procurement function on HR productivity, HR satisfaction, HR productivity, HR satisfaction and development on HR productivity and satisfaction.

Research Method

This study uses a library research method that refers to resources available both online and offline such as: scientific journals, books and news sourced from trusted sources. These sources are collected based on the discussion and are linked between one information and another. All activities in the context of data collection and analysis are carried out online considering the limitations of open movement in public spaces. This data was obtained through triangulation technique with theory.

Result and Discussion

A. The Influence of the Procurement Function on HR Productivity

Flippo, E.B. (1984: 6) stated that: The first operational function of HR Management, is procurement or procurement, which is related to the search for several people who are appropriate and appropriate (adequate) with the achievement of organizational/company goals. The first thing that must be done before making a withdrawal (recruitment) of employees/employees is to first understand the legal factors and applicable legislation. Organizations/companies must be aware that the effects of the applicable laws and regulations on protected groups/unions, for example in the United States

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(USA), include minority groups, religious groups, nationalities, women workers, people with disabilities, and other workers. aged workers.

To get the right/ideal person/prospective worker to occupy a particular job and position, the organization/company must set personal standards that can be compared with the applicant's application. This standard must be able to describe the quality and ability/minimum productivity of individuals/individuals that the organization/company can accept to occupy certain jobs and positions, as well as to carry out the responsibilities given by the organization/company.

Based on the job analysis, the organization/company can learn which person/person fits a job/job or position in the organization/company. After knowing Human Resources about how the organization/company needs to recruit, select, and finally induction, namely the introduction of new employees/employees to the company/organization.

From the various opinions of the experts above, it can be concluded that in general, the procurement process consists of HR planning, recruitment, selection, and placement of a person/worker to occupy a certain position in the organization/company. To get workers/employees who are suitable/ideal with the available jobs/positions, the company makes a certain standard based on the existing job analysis, which is then adjusted to the abilities of the applicants.

With the strict and quality recruitment and selection of new workers/employees and by placing them in positions that match their abilities/productivity and expertise, the new employees will be able to work optimally. so what they will produce will be optimal. Therefore, the better the procurement process carried out by an organization/company, then the selected Human Resources will be better and more qualified, meaning that the ability/productivity of the organization/company's Human Resources will also be higher.

Thus it can be concluded that the HR procurement function will affect the ability/productivity of Human Resources itself. The second decision concerning the needs of the organization/company for Human Resources (HR), is the determination of the number for each type of personnel that must be provided. HR planning begins by looking at the implications of the organization/company's strategic plans that are general and comprehensive in terms of workforce needs. According to R.L. Mathis and J.H. Jackson (2001: 82), states about "productivity is a measure of the quantity and quality of work carried out by considering the cost of the resources used to do the work".

As for the understanding of productivity as stated by Suwanto, FX. (1998: 25) is "a measure of action including/including effectiveness and efficiency".

Effectiveness/effectiveness is the achievement of goals. And efficiency is the achievement of achievement as measured by the ratio (comparison between input and output). Global Competition and Productivity, that at the National Level, productivity concerns attention for several reasons:

1. High productivity leads to a higher standard of living as indicated by the greater ability of a country to pay what its citizens want.
2. Lower levels of productivity lead to higher labor costs and a less competitive position for a country's products on the world market.

Organization and productivity, where productivity at the organizational level, ultimately affects profitability and competitiveness for a for-profit organization and the total cost for a non-profit organization. Decisions made about the value of an organization are often based on the productivity that the organization/company is capable of producing”.

Individual Productivity, How a person performs depends on 3 (three) factors: the ability to do his job, the level of effort, and the support given to the person. For more details, can be seen in Figure 1, the illustration of the three factors above

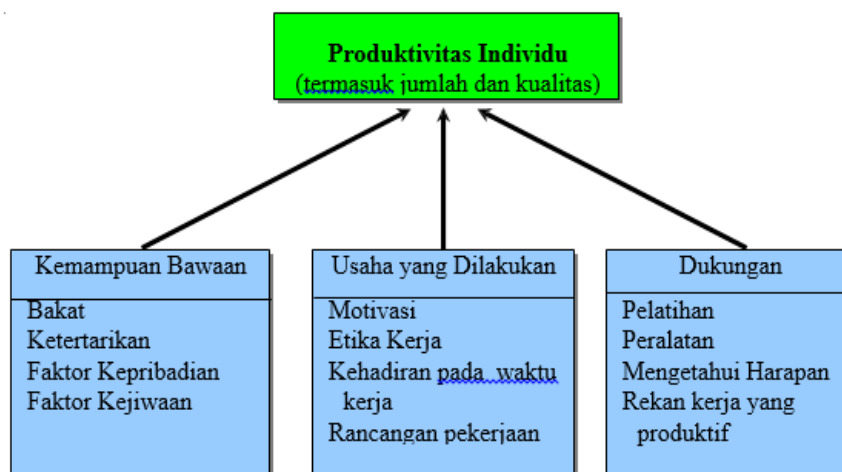


Figure 1.
Components of Individual Productivity
Source: R.L. Mathis & John. H. Jackson (2001: 84).

The relationship between the above factors, widely recognized in the Management literature, is: Performance (P). is the result of Ability (A) multiplied by Effort (E), multiplied by Support (S).

So: $P = A \times E \times S$

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Increase Productivity: United States companies have long sought improvements to increase the productivity of the organization/company. Much of the productivity improvement effort is focused on the workforce. Initial stages include down-sitting, job re-engineering, increased use of computers, and a harder working workforce. These approaches have done a lot of good for several companies.

B. The Influence of the Procurement Function on HR Satisfaction

Shaun Tyson & Tony Jackson (2000: 29), stated that for many years the relationship between job satisfaction and performance is an enigma. The actual question where we should start is whether the problems are due to job dissatisfaction. In the next context, if it is seen that job satisfaction can reduce worker turnover or increase productivity, it is clear that job satisfaction will be an important thing for the organization/company.

By reducing employee turnover as mentioned above, it cannot be separated from the role of implementing functions in the procurement (procurement) of HR planning and the selection system used. Job satisfaction is associated with work behavior in the following ways:

- quality and quantity of output
- same as cooperation ko
- directly related to business and goals

Job satisfaction, on the one hand, can equally be associated with liking or vice versa, for work, the signs can be in the form of work accidents, excitement, tardiness, absenteeism, turnover, and so on. Recruitment, selection, and placement which are stages in the procurement function and strategy are closely related to job satisfaction factors because they involve the problem of the work itself. The purpose of HR procurement is to obtain manpower/employees who have the required capabilities and productivity. With employees who have that level of productivity. then the right placement is carried out, following the right position/job according to their talents and productivity capabilities, namely the existing human resources become productive.

Under what was conveyed by Robbins, Stephen P. (1996:170), job satisfaction refers to the general attitude of an individual (HR) towards his work. A person with a high level of job satisfaction shows a positive attitude towards the work in question. A person who is dissatisfied with his job shows a negative attitude towards the job.

The implementation of HR procurement, namely recruitment, selection, and proper placement will be created, when the work productivity of workers is following the standards required to carry out the work entrusted to them so that HR can be utilized optimally. Procurement of human resources, particularly regarding the proper placement of workers/employees, must start with proper search and withdrawal based on job/position requirements, to fulfill the interests of workers and the interests of the organization/company.

Placement according to skills and interests will be important, meaning for people/workers who will carry out work to meet their needs which in turn will determine job satisfaction.

C. The Influence of the Development Function on HR Productivity

Flippo, E.B. (1984: 215), states that after the worker/employee is recruited (withdrawn), selected, and inducted/introduced, then he/she must be developed, to be more in line with the work of the organization/company. The planned development function programs will provide benefits to the organization in the form of increased productivity, increasing morale, reducing costs, and increasing organizational stability and flexibility to adapt to changing external requirements.

This is in line with the notion of organizational development put forward by Gibson, Ivancevich in (Ambarsari & Juhana, 2012) which states that organizational development is a planned, managed (managed), and systematic process to change organizational culture, systems, and behavior, to increase organizational effectiveness. in solving problems and achieving goals. Milkovich and Boudreau suggest that Human Resource Development is an activity designed to increase the value of employees after they enter an organization/institution (Jehanzeb, Rasheed, & Rasheed, 2012). This includes internal staffing, which among other activities is the transfer between job titles within the organization, as well as training and orientation for employees, including, among other things, providing employees with experiences designed to assist the learning process. These two activities must be carried out in tandem because both must take place together if employees are to be prepared as well as possible.

Maundy, Noe, and Peremanx in (Darodjat & Astillero, 2020) define Human Resource Development as: "Management efforts are planned and carried out on an ongoing basis to improve employee competence and perform organizational work through training, education and development programs". Furthermore, training is defined as activities that function to improve one's work performance in the work being undertaken or related to the job.

While education (education) includes activities organized to improve one's overall competence (overall competence) in a certain direction and are outside

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the scope of the work they carry out. Then development includes providing learning opportunities that aim to develop individuals but are not limited to certain jobs at this time or in the future.

Based on the opinions of the experts above, the authors define: "Human Resource Development (HR), is an employee/employee value activity, to achieve productivity improvements at all levels of the organization, prevent obsolescence and prepare employees/workers at a higher level. high. These efforts are carried out through training, education, career development, and organizational development activities.

The main objective of HR development is to increase the work productivity of workers/employees at all levels of the organization/company. This is proven by the existence of training activities that can improve skills and motivation and in the next stage will refer to higher productivity and in the end, can increase the profitability of a business organization/company.

Then another goal of HR Development is to prevent skills obsolescence at all levels of the organization/company. Every organization/company must help its workers to improve skills based on the interests and talents of workers in addition to meeting the needs of the organization/company.

In addition, HR development is aimed at preparing workers to carry out tasks/jobs at a higher level. Thus, the costs incurred for HR development should be viewed as an investment in the HR sector. To accurately determine the need for human resource development, three types of analysis are needed, namely:

1. Organizational analysis/company question, which part of the organization needs a development program.
2. Task analysis, answering what participants/workers must learn to carry out their work effectively.
3. Person/Individual Analysis, answering who needs to be trained or educated and trained, and what education needs to be given to them.

According to Bernardine and Russell in (Tobing, 2009) it is stated that the parts in the training are needs assessment, development and evaluation are important parts. As for the Training System proposed by Milkovich and Boudreau (1991: 299) schematically, it can be seen in Figure 2.

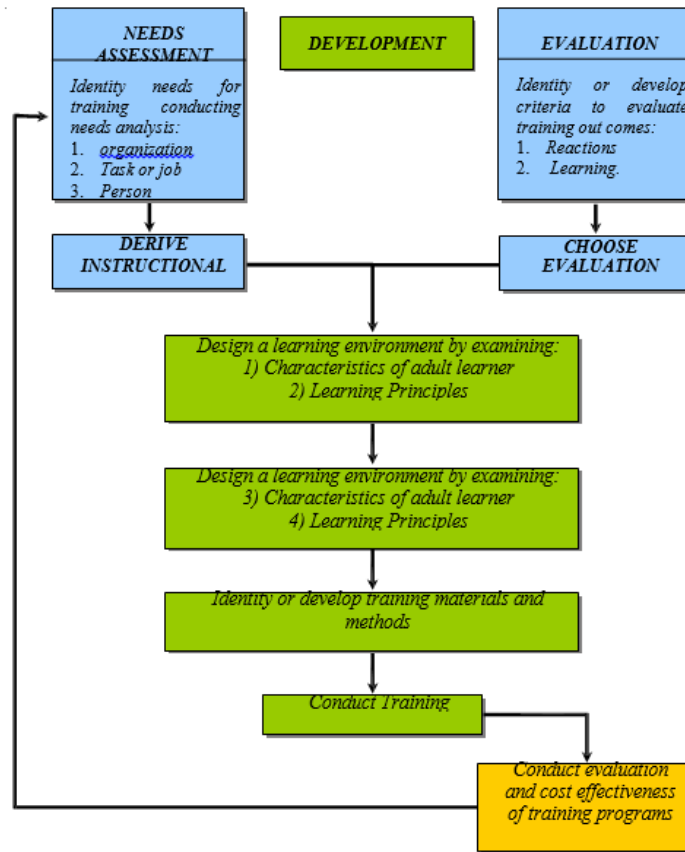


Figure 2. A System Model of Training
Source: Milkovich and Bounreau (1991)

D. The Influence of the Development Function on HR Satisfaction

Departing from the theory of motivation, especially from the theory of two-factor motivation (Two-Two Theory of Motivation), it is explained that the ideal motivation that can stimulate business is the opportunity to carry out tasks that require more expertise and opportunities to develop abilities. Herzberg based on research which states that there are 3 (three) important things that must be considered in motivating subordinates, including:

1. Things that encourage employees are “challenging work that includes feelings for achievement, responsibility, progress and enjoyment of the work itself and the recognition of all of them”.

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2. Things that disappoint employees/workers are mainly factors that are complementary to work, work regulations, information, rest, a position, rights, salary, benefits and others.

3. Employees / workers are disappointed, if the opportunities for achievement are limited, they will become sensitive to their environment, and start looking for faults.

E. Job Satisfaction Measurement

Job satisfaction as a general attitude of an individual towards his job. A person's job is more than just an obvious activity like waiting for a customer or driving a car. Work according to interactions with co-workers and superiors, following organizational/company rules and policies, meeting work standards, living in work conditions that are often less than ideal and similar. This means that an employee's assessment of how satisfied or dissatisfied with his job is a complex summation of a number of job elements. According to Luthans, explained that there are 4 (four) ways that can be used to measure job satisfaction, namely:

- Rating scale: is an important approach used to measure job satisfaction by using a rating scale. The forms of the job satisfaction rating scale using this rating scale include:

- Critical Incidents

This method was developed by Herzberg, Frederick, who used this technique in his research on the two-factor theory of motivation. Employees were asked what factors made them satisfied and what factors made them dissatisfied.

- Interviews

Another method used to measure job satisfaction is to use individual interviews with employees. With this method, it can be known in depth about how employees' attitudes towards various aspects of work

- Action Tendencies

What is meant is a person's tendency to do or not do something. Job satisfaction can also be seen based on action tendencies.

F. The Influence of the Procurement and Development Function on HR Productivity and Satisfaction

To achieve the common goal of developing the organization/company, workers/employees should make a significant contribution to business productivity, so that the welfare of all components of Human Resources will be achieved, both as skills and as workers.

The organization/company will contribute to meeting the needs of employees, if the employee has the skills and knowledge that can support the productivity of the organization/company, in this regard, the benchmark for employee welfare is also influenced by the level of his ability. Conditions such as the above, require organizations/companies to standardize the capabilities/productivity of workers through training and development programs. The need for training basically arises as a result of the gap in the qualifications of Human Resources. The general objective of the training is aimed at increasing the effectiveness and efficiency of the organization/company.

Training and development programs will be successful only if the process fills the right training needs. Basically, the need is a lack of knowledge, skills or attitudes, each of which can be of varying degrees. These training needs can basically be classified into:

1. To meet the demands of the current position
2. To fulfill the demands of other positions
3. To meet the demands of change

Furthermore, Schuler and Jackson (1997: 208) state that employee specifications refer to the abilities, productivity, skills, knowledge and other characteristics (eg personality) that are needed by a person to do a job effectively. This is a requirement for a position/job with qualifications possessed by the workforce/employees, so with such conditions it will not be able to achieve the expected performance of the organization/company, as a result, training needs will arise.

In order to increase employee productivity, so that it is also expected to increase company productivity, it is necessary to support the right human resources. One of the efforts to obtain Human Data Sources that are able to provide a sustainable competitive advantage, is through the implementation of

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appropriate employee/employee placement policies, including efforts to reconcile the qualifications of employees with job specifications/requirements or positions within the organization/company.

According to (Simamora, 2001) job/position specification is a profile of human characteristics required by the job/position. The purpose of the job/job specification is to determine the personnel characteristics (such as educational background, experience or vocational training/specifications) that are valid for elimination, selection and placement.

This is in line with the term or proverb in Management, namely: "The right man on the right place", which means the quality of the right officer/worker in the right place/position. The importance of the post-training function for an organization/company is that it is difficult to place someone in the right position at the time of initial placement, even though a selection has been made previously.

Besides that, there are also employees who are actually in the right position, but because this task is carried out for too long, boredom may arise. Then the enthusiasm and passion for work will tend to decrease. Therefore, every organization/company must always supervise the work of its employees, so that the policies that must be taken will be known. Based on the overall description above, it can be stated that the strategic influence of the implementation of the procurement and development function on the productivity and satisfaction of human resources, namely with the right procurement function, the self-development of workers/employees in an effort to improve the productivity qualifications of employees/workers is appropriate. requirements of the job/position, determined by the organization/company will be realized.

Thus, optimal performance will be obtained, which then with optimal performance will be able to increase job/employee satisfaction which in the next stage will increase the productivity of the organization/company. Meanwhile, productive work requires other prerequisites as supporting factors, namely high willingness and motivation to work.

Conclusion

Based on the description contained in the results of the discussion, several conclusions can be obtained, namely: The Procurement Function affects the

Productivity of Human Resources. The Procurement Function has an effect on Human Resource Satisfaction. The Development Function affects the Productivity of Human Resources. The Development Function has an effect on Human Resource Satisfaction. The Procurement and Development Function affects the Productivity and Satisfaction of Human Resources.

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