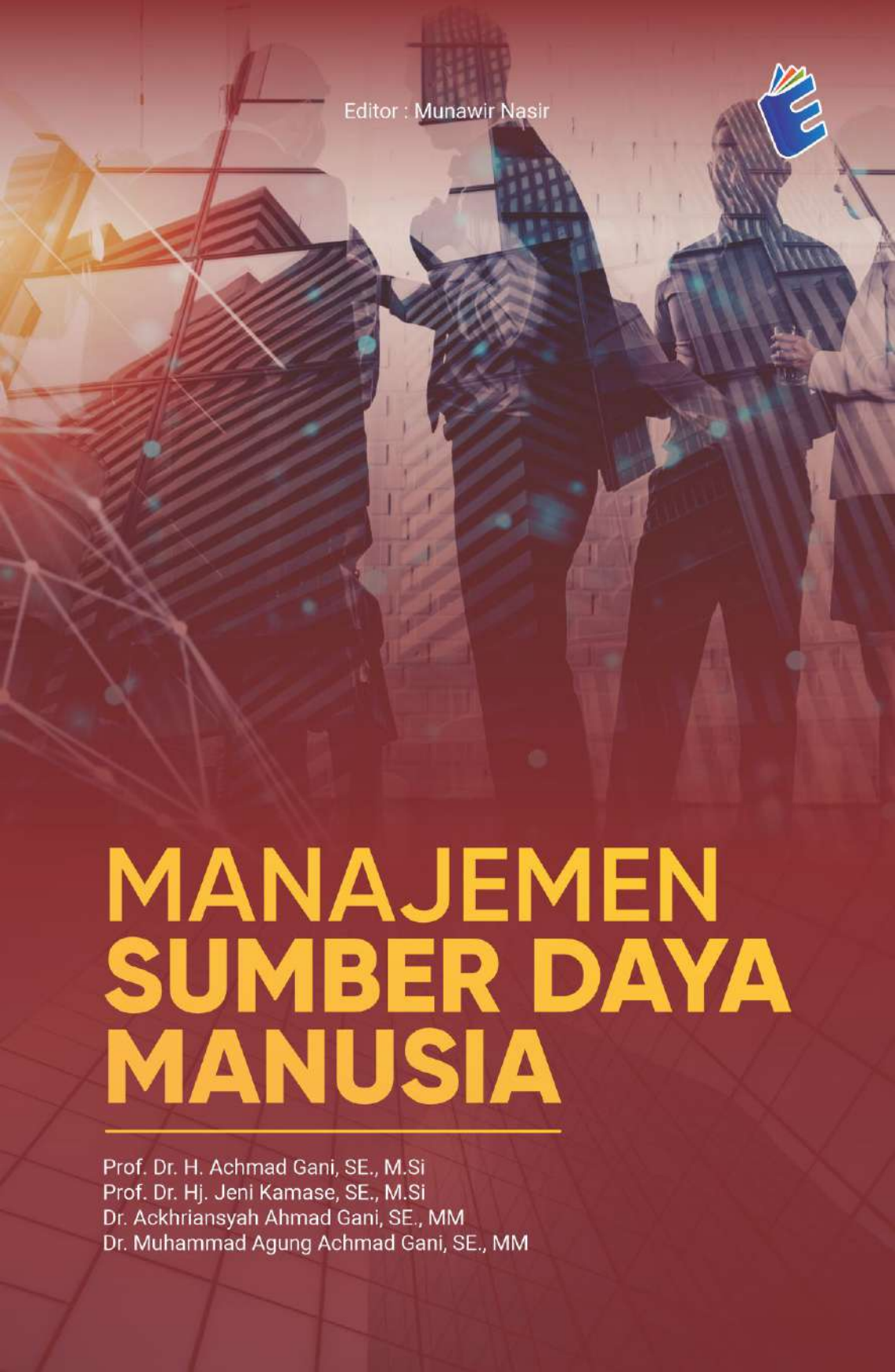




Editor : Munawir Nasir



MANAJEMEN SUMBER DAYA MANUSIA

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MANAJEMEN SUMBER DAYA MANUSIA

Buku *Manajemen Sumber Daya Manusia* ini dirancang sebagai buku ajar dan referensi akademik untuk mahasiswa, dosen, dan praktisi yang ingin memahami secara mendalam dinamika pengelolaan tenaga kerja dalam organisasi. Disusun secara sistematis dan berbasis pendekatan strategis, buku ini membahas evolusi konsep MSDM dari perspektif klasik hingga transformasi digital, serta tantangan global yang memengaruhi lanskap ketenagakerjaan dewasa ini.

Buku ini terdiri dari dua belas bab utama yang membahas secara lengkap elemen-elemen mendasar dalam MSDM, antara lain: perencanaan tenaga kerja, proses rekrutmen dan seleksi, pelatihan dan pengembangan, penilaian kinerja, kompensasi dan kesejahteraan, hubungan industrial, keselamatan kerja, serta pengembangan karier. Lebih dari itu, pembahasan diperluas ke arah isu-isu mutakhir seperti manajemen SDM global, keberagaman dan inklusi, green HRM, hingga penggunaan teknologi digital dalam analitik SDM.

Keunggulan buku ini terletak pada pendekatannya yang multidimensi. Selain menyuguhkan teori dan praktik terbaik dari literatur internasional, buku ini juga mengintegrasikan nilai-nilai syariah dan kearifan lokal yang relevan dengan konteks Indonesia. Hal ini tercermin dalam pembahasan mengenai etika kerja Islam, prinsip keadilan sosial, serta peran budaya dalam membentuk sistem kerja yang harmonis.

Dengan gaya bahasa akademik yang tetap komunikatif, buku ini diharapkan menjadi panduan strategis dalam membentuk organisasi yang kompetitif, adaptif, dan berkelanjutan. Buku ini sangat cocok digunakan dalam perkuliahan Manajemen SDM di tingkat perguruan tinggi, pelatihan sumber daya manusia di institusi publik dan swasta, serta referensi praktis bagi manajer SDM dalam merancang kebijakan ketenagakerjaan yang inovatif dan etis.

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KATA PENGANTAR

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa atas limpahan rahmat dan karunia-Nya sehingga buku ajar **Manajemen Sumber Daya Manusia** ini dapat diselesaikan dengan baik. Kehadiran buku ini diharapkan mampu menjawab kebutuhan akademik dan praktis dalam memahami kompleksitas pengelolaan tenaga kerja di era modern yang ditandai oleh dinamika globalisasi, disrupsi digital, serta transformasi nilai-nilai kerja.

Buku ini disusun secara sistematis dengan pendekatan konseptual dan aplikatif, memadukan teori klasik, pemikiran kontemporer, serta praktik-praktik terbaik dalam manajemen SDM. Tidak hanya mengulas aspek teknis dan strategis, buku ini juga memperhatikan konteks lokal melalui integrasi nilai-nilai syariah dan kearifan budaya Indonesia dalam pengelolaan sumber daya manusia. Dengan melibatkan kolaborasi dari para akademisi dan praktisi, buku ini diharapkan menjadi referensi yang utuh dan relevan di berbagai lingkungan organisasi.

Kami menyadari bahwa buku ini masih memiliki keterbatasan, karenanya kritik dan saran konstruktif dari para pembaca sangat kami harapkan untuk penyempurnaan di masa mendatang. Semoga buku ini dapat memberikan manfaat yang luas bagi mahasiswa, dosen, praktisi SDM, serta siapa pun yang tertarik pada pengembangan ilmu manajemen sumber daya manusia yang berbasis nilai dan strategi.

Makassar, Agustus 2025

Penulis

DAFTAR ISI

KATA PENGANTAR	iii
DAFTAR ISI	iv
BAB 1 PENDAHULUAN.....	1
A. Pengertian dan Ruang Lingkup Manajemen Sumber Daya Manusia (MSDM)	4
B. Fungsi-Fungsi Dasar Manajemen Sumber Daya Manusia (MSDM)	7
C. Peran Strategis SDM dalam Organisasi Modern.....	10
D. Evolusi dan Tantangan Global dalam MSDM.....	13
E. MSDM dalam Perspektif Syariah dan Kearifan Lokal	17
BAB 2 STRATEGI DAN ANALISIS MSDM.....	21
A. Hubungan Strategi Organisasi dan SDM	22
B. Perencanaan Strategis SDM	26
C. Analisis Lingkungan Internal dan Eksternal	29
D. Model Analisis Strategi SDM	33
E. Integrasi Strategi SDM dalam Organisasi	37
BAB 3 KESAMAAN KESEMPATAN DAN PERLAKUAN ADIL DALAM KERJA	40
A. Konsep Kesetaraan dalam Lingkungan Kerja	41
B. Bentuk-Bentuk Diskriminasi di Dunia Kerja	44
C. Hukum dan Kebijakan Kesempatan Setara	49
D. Perlindungan Hukum atas Ketidakadilan Kerja.....	53
E. Studi Kasus: Praktik Kesetaraan di Berbagai Perusahaan.....	57
BAB 4 ANALISIS DAN PERANCANGAN PEKERJAAN	61
A. Pengertian dan Tujuan Analisis Pekerjaan	61
B. Metode Pengumpulan Data Jabatan	66
C. Menyusun Deskripsi dan Spesifikasi Pekerjaan	73
D. Rancangan Pekerjaan: Pendekatan dan Model	77
E. Pengaruh Desain Pekerjaan terhadap Produktivitas	82
BAB 5 PERENCANAAN SUMBER DAYA MANUSIA	87
A. Tujuan dan Proses Perencanaan SDM	87
B. Teknik Proyeksi Kebutuhan Tenaga Kerja.....	91

	C. Analisis Kesenjangan SDM	96
	D. Faktor Penghambat Perencanaan SDM	100
	E. Peran Teknologi dalam Perencanaan SDM	104
BAB 6	REKRUTMEN DAN SELEKSI	109
	A. Tujuan dan Prinsip Rekrutmen	111
	B. Proses Rekrutmen Internal dan Eksternal	116
	C. Langkah-Langkah Seleksi Karyawan	121
	D. Teknik Wawancara yang Efektif	125
	E. Validitas dan Reliabilitas Alat Seleksi	128
	F. Penempatan Karyawan yang Tepat	131
	G. Studi Kasus: Rekrutmen Berbasis Kompetensi	135
BAB 7	WAWANCARA	139
	A. Jenis-Jenis Wawancara	141
	B. Tahapan Wawancara	144
	C. Teknik Efektif dalam Wawancara	147
BAB 8	PELATIHAN DAN PENGEMBANGAN KARYAWAN	153
	A. Konsep Pelatihan dan Pengembangan	156
	B. Identifikasi Kebutuhan Pelatihan	159
	C. Desain Program Pelatihan	163
	D. Metode dan Media Pelatihan	167
	E. Evaluasi Efektivitas Pelatihan	171
	F. Strategi Pengembangan Karier	176
BAB 9	PENILAIAN KINERJA	181
	A. Pengertian, Tujuan dan Manfaat Penilaian Kinerja	184
	B. Indikator dan Matriks Kinerja	188
	C. Metode Penilaian Kinerja	194
	D. Kesalahan Umum dalam Penilaian	197
	E. Umpan Balik dan Perbaikan Kinerja	202
BAB 10	KOMPENSASI DAN TUNJANGAN	207
	A. Konsep dan Prinsip Kompensasi	210
	B. Jenis-Jenis Kompensasi: Finansial dan Non-Finansial	212
	C. Prinsip dan Kebijakan Penggajian yang Adil	216
	D. Kompensasi Berbasis Kinerja	219
	E. Sistem Tunjangan dan Insentif	222
	F. Dampak Kompensasi Terhadap Motivasi	227

BAB 11	MOTIVASI DAN KEPUASAN KERJA.....	231
	A. Teori-Teori Motivasi (Maslow, Herzberg, McClelland)	234
	B. Faktor-Faktor yang Mempengaruhi Kepuasan Kerja	240
	C. Motivasi dan Kinerja Karyawan	244
	D. Strategi Meningkatkan Kepuasan Kerja	249
	E. Studi Kasus: Motivasi dalam Lingkungan Kerja.....	253
BAB 12	KESELAMATAN DAN KESEHATAN KERJA (K3) ..	256
	A. Pengertian dan Urgensi K3	259
	B. Risiko dan Penyebab Kecelakaan Kerja	262
	C. Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)	266
	D. Regulasi dan Hukum Terkait Keselamatan dan Kesehatan Kerja (K3)	271
	E. Program Pencegahan dan Perlindungan Karyawan	275
	F. Studi Kasus: Implementasi Keselamatan dan Kesehatan Kerja (K3) di Perusahaan	279
BAB 13	MANAJEMEN SUMBER DAYA MANUSIA GLOBAL.....	282
	A. Pengelolaan SDM dalam Perusahaan Multinasional.....	284
	B. Tantangan Budaya dan Regulasi Internasional.....	288
	C. Strategi <i>Global Talent Management</i>	292
	D. Model-Model HR Global (<i>Geocentric, Polycentric</i>)	297
	E. Peran HR dalam Merespons Globalisasi	300
	DAFTAR PUSTAKA.....	305

BAB 1

PENDAHULUAN

Manajemen Sumber Daya Manusia (MSDM) memegang peranan sentral dalam pengelolaan organisasi modern. Seiring dengan meningkatnya dinamika dan kompleksitas dunia usaha, kebutuhan akan tata kelola tenaga kerja yang profesional menjadi semakin esensial. MSDM kini tidak hanya menjalankan fungsi administratif, melainkan telah menjadi komponen strategis yang menjembatani visi organisasi dengan potensi sumber daya manusia sebagai penggeraknya (Dessler, 2020). Secara fundamental, MSDM merupakan gabungan antara seni dan ilmu dalam merekrut, mengembangkan, mempertahankan, serta mengelola SDM agar memberikan kontribusi maksimal bagi organisasi. Aktivitas dalam proses ini meliputi perencanaan tenaga kerja, proses rekrutmen dan seleksi, program pelatihan dan pengembangan, evaluasi kinerja, pemberian kompensasi, hingga pembinaan hubungan industrial (Mondy & Martocchio, 2016).

MSDM telah mengalami evolusi paradigma dari pendekatan administratif tradisional menuju pendekatan strategis yang selaras dengan arah dan tujuan organisasi. Perkembangan teknologi digital dan era Revolusi Industri 4.0 menuntut perusahaan untuk tidak hanya mengejar efisiensi, tetapi juga meningkatkan kapasitas inovasi, daya cipta, dan kompetensi SDM dalam menghadapi tantangan global (Kumar & Pansari, 2021). Dalam skala internasional, organisasi menghadapi lingkungan bisnis yang sangat dinamis, ditandai dengan percepatan teknologi, perubahan komposisi demografis, transformasi nilai-nilai kerja, hingga gejolak

BAB

2

STRATEGI DAN ANALISIS MSDM

Di tengah era globalisasi yang kian kompleks, kemajuan teknologi yang disruptif, serta intensitas persaingan bisnis yang semakin meningkat, Manajemen Sumber Daya Manusia (MSDM) tidak lagi dipandang sebagai sekadar fungsi administratif. Kini, MSDM memainkan peran sentral sebagai bagian dari strategi inti organisasi yang dapat mendorong pencapaian keunggulan kompetitif yang berkelanjutan. Transformasi peran MSDM ini menuntut integrasi yang erat antara strategi bisnis organisasi dengan pendekatan pengelolaan SDM yang holistik, terencana, dan antisipatif terhadap dinamika perubahan.

Sinergi antara keduanya menjadi landasan bagi keberhasilan implementasi visi dan misi organisasi secara konsisten. Melalui pendekatan perencanaan strategis MSDM, organisasi dapat mengidentifikasi kebutuhan tenaga kerja di masa mendatang, merancang sistem pelatihan dan pengembangan yang mendukung arah bisnis, serta membangun struktur kerja yang fleksibel dan responsif terhadap perubahan lingkungan kerja.

Perumusan strategi MSDM tidak hanya bertumpu pada faktor internal, tetapi juga sangat dipengaruhi oleh berbagai kondisi eksternal. Analisis terhadap variabel eksternal seperti kondisi makroekonomi, perkembangan teknologi digital, regulasi ketenagakerjaan, hingga tren demografi merupakan aspek penting dalam menentukan strategi SDM yang relevan. Di sisi lain, faktor internal seperti nilai-nilai budaya organisasi, desain struktur organisasi, serta kualitas kepemimpinan memiliki peran besar

BAB 3

KESAMAAN KESEMPATAN DAN PERLAKUAN ADIL DALAM KERJA

Dalam dinamika dunia kerja kontemporer, isu kesetaraan kesempatan dan perlakuan yang adil menjadi salah satu perhatian utama yang berdampak luas tidak hanya pada kesejahteraan dan performa individu, tetapi juga pada citra dan keberlanjutan jangka panjang suatu organisasi. Lingkungan kerja yang sarat diskriminasi bukan hanya bertentangan dengan nilai etika dan hukum, tetapi juga dapat mengikis semangat kerja, menurunkan produktivitas, memicu konflik internal, dan meningkatkan angka turnover karyawan. Oleh karena itu, prinsip keadilan harus menjadi pondasi utama dalam seluruh kebijakan dan praktik pengelolaan sumber daya manusia (SDM).

Kesetaraan di tempat kerja berarti memberikan akses dan perlakuan yang sama bagi seluruh individu tanpa memandang jenis kelamin, etnis, usia, agama, status sosial, orientasi seksual, atau kondisi disabilitas. Ini mencakup peluang untuk mengakses pelatihan, kenaikan jabatan, sistem kompensasi, serta perlakuan sehari-hari yang adil. Konsep kesetaraan ini bertumpu pada prinsip hak asasi manusia dan telah diadopsi secara luas dalam regulasi nasional maupun kerangka hukum internasional sebagai norma universal yang wajib ditegakkan.

Mengimplementasikan prinsip kesetaraan bukan hanya sebuah keharusan etis, tetapi juga merupakan strategi manajemen yang cerdas dan progresif. Berbagai penelitian menunjukkan bahwa organisasi yang menghargai keberagaman dan inklusi memiliki tingkat inovasi yang lebih tinggi, kohesi tim yang lebih kuat, serta

BAB

4

ANALISIS DAN PERANCANGAN PEKERJAAN

A. Pengertian dan Tujuan Analisis Pekerjaan

Analisis pekerjaan merupakan suatu pendekatan yang dilakukan secara sistematis untuk mengenali serta menilai secara mendalam isi dari suatu jabatan atau pekerjaan. Melalui proses ini, organisasi dapat mengumpulkan informasi yang komprehensif mengenai tanggung jawab inti, tugas-tugas spesifik, kondisi kerja, serta kompetensi yang diperlukan agar pekerjaan tersebut dapat dijalankan secara optimal. Informasi yang diperoleh tidak hanya berguna untuk merancang strategi pengelolaan sumber daya manusia, tetapi juga menjadi acuan utama dalam berbagai keputusan organisasi yang bersifat strategis.

Menurut pendapat Mathis dan Jackson (2019), analisis pekerjaan merupakan proses sistematis untuk menghimpun informasi secara menyeluruh mengenai suatu posisi kerja, yang mencakup apa yang dikerjakan, bagaimana pekerjaan tersebut dilaksanakan, serta alasan di balik eksistensi pekerjaan tersebut. Dengan kata lain, analisis ini menggambarkan unsur-unsur dasar dari suatu jabatan serta bagaimana posisi tersebut terintegrasi dalam struktur organisasi secara keseluruhan. Informasi yang diperoleh kemudian dimanfaatkan untuk merumuskan deskripsi pekerjaan (job description) dan spesifikasi pekerjaan (job specification).

BAB 5

PERENCANAAN SUMBER DAYA MANUSIA

A. Tujuan dan Proses Perencanaan SDM

Perencanaan sumber daya manusia merupakan fungsi strategis utama dalam manajemen SDM yang berfokus pada penyelarasan antara kebutuhan tenaga kerja dengan tujuan organisasi, baik dalam jangka pendek maupun jangka panjang. Proses ini tidak hanya berkaitan dengan penghitungan jumlah tenaga kerja yang dibutuhkan, tetapi juga meliputi pertimbangan terkait kualifikasi, kompetensi, distribusi, serta waktu penempatan tenaga kerja secara tepat. Dengan adanya perencanaan SDM yang sistematis, organisasi dapat lebih siap menghadapi perubahan dan mengelola sumber daya manusia secara proaktif dan efektif (Mathis & Jackson, 2019).

Sasaran utama dari perencanaan SDM adalah memastikan bahwa organisasi memiliki jumlah dan jenis tenaga kerja yang sesuai untuk mendukung pencapaian target bisnis yang telah direncanakan. Proses ini melibatkan pemetaan kebutuhan tenaga kerja di masa depan dengan mempertimbangkan proyeksi pertumbuhan bisnis, perkembangan teknologi, serta dinamika lingkungan eksternal yang dapat mempengaruhi kebutuhan organisasi. Dengan perencanaan yang matang, organisasi dapat menghindari masalah kelebihan atau kekurangan tenaga kerja yang dapat mengganggu kelancaran operasional dan efisiensi organisasi (Dessler, 2020). Lebih jauh, perencanaan SDM berperan penting dalam meningkatkan efektivitas proses rekrutmen dan seleksi tenaga kerja. Ketika

BAB 6

REKRUTMEN DAN SELEKSI

Rekrutmen dan seleksi merupakan dua fungsi utama dalam manajemen sumber daya manusia (MSDM) yang berperan krusial dalam menentukan kualitas tenaga kerja yang bergabung dalam suatu organisasi. Rekrutmen adalah rangkaian aktivitas yang bertujuan menarik minat calon pekerja yang memiliki potensi agar melamar posisi yang tersedia. Sedangkan seleksi adalah proses penilaian dan pemilihan individu yang paling tepat dan sesuai dengan kebutuhan organisasi, baik dari segi kompetensi, nilai, maupun budaya kerja.

Dalam era bisnis yang dinamis saat ini, rekrutmen dan seleksi bukan sekadar upaya mengisi posisi kosong, melainkan memastikan “the right person for the right job at the right time.” Keberhasilan kedua proses ini sangat memengaruhi produktivitas organisasi, iklim kerja, kepuasan karyawan, serta tingkat retensi atau loyalitas tenaga kerja (Noe, Hollenbeck, Gerhart, & Wright, 2020).

Perkembangan teknologi digital telah membawa perubahan besar dalam praktik rekrutmen. Pemanfaatan kecerdasan buatan (AI), algoritma seleksi otomatis, serta platform daring seperti LinkedIn, Jobstreet, dan Applicant Tracking System (ATS) memperluas jangkauan pencarian kandidat sekaligus meningkatkan efisiensi proses. Namun, kemajuan ini juga menghadirkan dilema etis, seperti potensi bias dalam algoritma dan isu privasi data calon karyawan (Bogen & Raji, 2022). Leicht-Deobald et al. (2019) menegaskan bahwa penggunaan big data

BAB

7

WAWANCARA

Dalam ranah manajemen sumber daya manusia, wawancara bukan sekadar sarana untuk memverifikasi kesesuaian antara kualifikasi kandidat dengan kebutuhan pekerjaan, melainkan juga sebagai alat untuk menilai kecocokan budaya, nilai-nilai, dan perilaku yang seringkali tidak dapat terdeteksi melalui dokumen administratif seperti curriculum vitae atau hasil tes tertulis.

Sebagai alat seleksi yang memiliki fungsi strategis, wawancara bersifat multidimensional. Campion, Palmer, dan Campion (1997) menyatakan bahwa wawancara mampu menghadirkan data yang kaya karena melibatkan komunikasi verbal dan nonverbal serta memberi kesempatan bagi pewawancara untuk menggali aspek psikologis dan interpersonal kandidat. Hal ini menjadikan wawancara berbeda dengan alat seleksi lain yang cenderung lebih mekanistik, seperti tes psikometrik atau evaluasi administratif.

Dalam pelaksanaannya, wawancara dapat berbentuk beragam, mulai dari wawancara tidak terstruktur hingga wawancara terstruktur yang berbasis kompetensi. Penelitian oleh Huffcutt dan Arthur (1994) menunjukkan bahwa wawancara terstruktur cenderung memiliki validitas prediktif yang lebih tinggi dibandingkan wawancara yang tidak terstruktur. Wawancara yang disusun berdasarkan indikator kompetensi spesifik mampu menilai kesiapan kandidat secara objektif dan konsisten sesuai dengan tuntutan posisi.

BAB

8

PELATIHAN DAN PENGEMBANGAN KARYAWAN

Pelatihan dan pengembangan karyawan merupakan dua elemen kunci dalam strategi manajemen sumber daya manusia yang bertujuan untuk meningkatkan kapabilitas individu sekaligus mendukung pencapaian kinerja organisasi. Pelatihan merujuk pada proses terstruktur yang dirancang untuk meningkatkan keterampilan dan pengetahuan karyawan dalam jangka pendek, agar mampu menjalankan tugas secara lebih efektif dan efisien. Sementara itu, pengembangan berfokus pada peningkatan kompetensi jangka panjang, mencakup penguatan potensi karier dan kepemimpinan di masa depan. Kedua pendekatan ini bersifat saling melengkapi dalam membentuk tenaga kerja yang unggul, fleksibel, dan responsif terhadap tantangan dinamis dalam lingkungan bisnis modern.

Di tengah percepatan globalisasi dan transformasi digital, organisasi dituntut untuk memiliki sumber daya manusia yang tidak hanya kompeten, tetapi juga mampu beradaptasi dengan cepat. Ketidakmampuan dalam mengelola pelatihan dan pengembangan secara proaktif dapat menyebabkan hilangnya daya saing. Program pelatihan yang dirancang secara efektif dapat meningkatkan produktivitas, mempercepat adaptasi terhadap teknologi mutakhir, serta mengurangi risiko kesalahan operasional. Sementara itu, upaya pengembangan berperan penting dalam membangun jalur suksesi kepemimpinan, mempertahankan talenta strategis, serta menciptakan budaya organisasi yang berorientasi

BAB

9

PENILAIAN KINERJA

Penilaian kinerja merupakan komponen fundamental dalam sistem manajemen sumber daya manusia yang bertujuan mengukur tingkat pencapaian karyawan dalam melaksanakan tugas dan tanggung jawab sesuai standar organisasi. Proses ini tidak hanya berperan dalam pengembangan individu, tetapi juga menjadi dasar bagi keputusan manajerial seperti promosi, pemberian kompensasi, pelatihan, hingga pemutusan hubungan kerja. Dalam perspektif manajemen strategis, penilaian kinerja berfungsi sebagai alat evaluasi untuk menilai kontribusi karyawan terhadap pencapaian visi dan misi jangka panjang organisasi. Secara praktik, penilaian kinerja dapat dilaksanakan melalui metode formal maupun informal dengan berbagai pendekatan, mulai dari penilaian berbasis tujuan (Management by Objectives) hingga metode multi-rater atau 360 derajat yang melibatkan berbagai sumber penilaian. Perkembangan teknologi informasi telah membawa perubahan signifikan, di mana sistem penilaian kini mengintegrasikan platform digital yang memungkinkan pengumpulan data secara real-time serta analisis yang didukung kecerdasan buatan (AI). Menurut Aguinis (2019), sistem penilaian kinerja yang ideal harus memenuhi kriteria keadilan, keandalan, relevansi, dan memiliki kemampuan prediktif terhadap performa kerja masa depan. Selain aspek teknis, penilaian kinerja juga menyentuh dimensi psikologis dan sosial yang sangat krusial. Umpan balik yang konstruktif dari atasan dapat memotivasi karyawan secara intrinsik serta meningkatkan rasa percaya diri mereka. Sebaliknya, penilaian yang

BAB 10 | KOMPENSASI DAN TUNJANGAN

Kompensasi dan tunjangan merupakan elemen kunci dalam manajemen sumber daya manusia yang bertujuan untuk memberikan penghargaan atas kontribusi individu terhadap organisasi. Kedua aspek ini berfungsi secara strategis dalam menarik, mempertahankan, dan mendorong karyawan untuk mencapai performa optimal. Kompensasi biasanya mencakup imbalan langsung seperti gaji dan insentif, sedangkan tunjangan mencakup manfaat tidak langsung seperti asuransi kesehatan, program pensiun, fasilitas rekreasi, dan kesejahteraan lainnya. Armstrong dan Taylor (2020) menekankan bahwa kompensasi dan tunjangan adalah bagian integral dari sistem penghargaan total yang harus dikelola dengan prinsip keadilan dan daya saing guna mendukung strategi organisasi jangka panjang. Secara teoritis, sistem kompensasi yang ideal bertujuan untuk menyeimbangkan kepentingan organisasi dengan ekspektasi karyawan. Ini mencakup penyusunan struktur gaji yang sesuai secara internal, kompetitif secara eksternal, serta layak dari segi keuangan organisasi. Kompensasi yang adil mencerminkan nilai suatu jabatan yang diperoleh melalui analisis dan evaluasi jabatan yang sistematis. Mondy dan Martocchio (2016) menegaskan pentingnya desain kompensasi yang menjunjung keadilan internal dan eksternal serta sejalan dengan arah strategis perusahaan.

Dalam era globalisasi dan kompetisi sumber daya manusia yang kian ketat, organisasi tidak lagi bisa hanya mengandalkan gaji sebagai bentuk utama penghargaan. Tunjangan menjadi elemen diferensiatif yang dapat meningkatkan daya tarik organisasi di

BAB 11

MOTIVASI DAN KEPUASAN KERJA

Motivasi dan kepuasan kerja merupakan dua elemen fundamental dalam psikologi organisasi yang berperan penting dalam membentuk kinerja individu, tingkat retensi, serta budaya organisasi secara keseluruhan. Motivasi merujuk pada dorongan baik internal maupun eksternal yang menggerakkan seseorang untuk bertindak dalam mencapai tujuan tertentu, sedangkan kepuasan kerja menggambarkan evaluasi afektif karyawan terhadap berbagai aspek pekerjaannya. Kombinasi dari kedua aspek ini menjadi kunci terciptanya lingkungan kerja yang produktif dan kondusif (Deci & Ryan, 2000).

Teori-teori klasik motivasi seperti hierarki kebutuhan Maslow dan teori dua faktor Herzberg menyoroti pentingnya pemenuhan kebutuhan dasar dan kehadiran faktor-faktor intrinsik untuk membentuk kepuasan kerja. Menurut Maslow, individu akan memprioritaskan kebutuhan fisiologis dan rasa aman sebelum berfokus pada aktualisasi diri. Di sisi lain, Herzberg membedakan antara faktor higiene yang mencegah ketidakpuasan dan faktor motivator yang mendorong kepuasan serta keterlibatan kerja yang lebih tinggi (Herzberg, Mausner & Snyderman, 1959). Dalam pendekatan kontemporer, teori self-determination menjelaskan bahwa motivasi yang bersifat intrinsik akan lebih kuat jika kebutuhan akan otonomi, kompetensi, dan keterhubungan sosial terpenuhi. Ketika ketiga kebutuhan psikologis ini dipenuhi dalam lingkungan kerja, maka individu akan lebih termotivasi dan cenderung mengalami peningkatan kepuasan kerja secara berkelanjutan (Deci & Ryan, 2000).

BAB

12

KESELAMATAN DAN KESEHATAN KERJA (K3)

Keselamatan dan kesehatan kerja merupakan pilar utama dalam praktik manajemen sumber daya manusia yang bertanggung jawab serta berkelanjutan. Dalam konteks dunia kerja modern yang ditandai oleh dinamika dan kompleksitas tinggi, pengelolaan risiko kerja menjadi semakin esensial untuk menjamin perlindungan terhadap kondisi fisik maupun mental karyawan. Organisasi yang secara proaktif mengintegrasikan aspek keselamatan dan kesehatan ke dalam sistem manajemen SDM tidak hanya memastikan perlindungan tenaga kerjanya, tetapi juga berkontribusi pada peningkatan produktivitas, moral kerja, serta reputasi korporasi dalam jangka panjang. Oleh karena itu, pemahaman mendalam mengenai prinsip-prinsip dasar keselamatan dan kesehatan kerja menjadi keharusan dalam strategi manajerial yang menyeluruh.

Pengelolaan keselamatan dan kesehatan kerja saat ini telah mengalami pergeseran paradigma, dari sekadar pemenuhan kewajiban regulatif menjadi instrumen strategis dalam membangun budaya kerja yang selamat, sehat, dan produktif. Konsep modern dalam K3 didasarkan pada sistem manajemen yang terstruktur, sebagaimana diformulasikan oleh organisasi internasional seperti International Labour Organization (ILO). Dalam pedoman ILO-OSH 2001, sistem manajemen keselamatan dan kesehatan kerja mencakup lima elemen utama, yakni kebijakan, pengorganisasian, perencanaan dan pelaksanaan, evaluasi, serta tindakan perbaikan yang berkelanjutan. Kelima elemen tersebut dirancang untuk mendorong perbaikan berkesinambungan guna melindungi tenaga

BAB 13

MANAJEMEN SUMBER DAYA MANUSIA GLOBAL

Dalam era globalisasi yang ditandai dengan tingginya mobilitas tenaga kerja, ekspansi perusahaan multinasional, serta kemajuan teknologi informasi yang pesat, praktik manajemen sumber daya manusia (MSDM) mengalami transformasi paradigma secara fundamental. Fungsi MSDM kini tidak lagi terbatas pada aspek administratif dalam skala nasional, tetapi telah menjadi komponen strategis dalam membangun keunggulan kompetitif di tingkat global. Perusahaan yang beroperasi lintas negara dihadapkan pada tantangan kompleks seperti perbedaan budaya organisasi, variasi sistem hukum ketenagakerjaan, hingga dinamika geopolitik yang dapat memengaruhi stabilitas operasional. Oleh karena itu, pendekatan MSDM global (global human resource management) menjadi semakin krusial bagi organisasi yang ingin mempertahankan keberlanjutan dan daya saing dalam lanskap bisnis internasional.

MSDM global merujuk pada proses strategis yang mencakup perencanaan, pengorganisasian, pengembangan, serta pengelolaan sumber daya manusia dalam konteks lintas negara. Proses ini menuntut adanya koordinasi yang sinergis antarunit di berbagai wilayah dengan tetap memperhatikan keragaman budaya, sistem hukum, kondisi sosial, dan ekonomi yang unik di masing-masing negara. Salah satu karakteristik utama dari MSDM global adalah upaya untuk menjaga keseimbangan antara konsistensi kebijakan perusahaan secara global (global integration) dengan kebutuhan untuk menyesuaikan diri terhadap dinamika lokal (local responsiveness). Menurut Schuler, Jackson, dan Tarique (2011),

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SURAT PENCATATAN CIPTAAN

Dalam rangka perlindungan ciptaan di bidang ilmu pengetahuan, seni dan sastra berdasarkan Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta, dengan ini menerangkan:

Nomor dan tanggal permohonan : EC002025128595, 10 September 2025

Pencipta

Nama : Prof. Dr. H. Achmad Gani, SE., M.Si, Prof. Dr. Hj. Jeny Kamase, SE., M.Si dkk

Alamat : Jl. Racing Centre Komp UMI Blok I No. 16, Panakkukang, Kota Makassar, Sulawesi Selatan, 90231

Kewarganegaraan : Indonesia

Pemegang Hak Cipta

Nama : Prof. Dr. H. Achmad Gani, SE., M.Si, Prof. Dr. Hj. Jeny Kamase, SE., M.Si dkk

Alamat : Jl. Racing Centre Komp UMI Blok I No. 16, Panakkukang, Kota Makassar, Sulawesi Selatan, 90231

Kewarganegaraan : Indonesia

Jenis Ciptaan : Buku

Judul Ciptaan : Manajemen Sumber Daya Manusia

Tanggal dan tempat diumumkan untuk pertama kali di wilayah Indonesia atau di luar wilayah Indonesia : 15 Agustus 2025, di Kab. Purbalingga

Jangka waktu perlindungan : Berlaku selama hidup Pencipta dan terus berlangsung selama 70 (tujuh puluh) tahun setelah Pencipta meninggal dunia, terhitung mulai tanggal 1 Januari tahun berikutnya.

Nomor Pencatatan : 000968856

adalah benar berdasarkan keterangan yang diberikan oleh Pemohon.

Surat Pencatatan Hak Cipta atau produk Hak terkait ini sesuai dengan Pasal 72 Undang-Undang Nomor 28 Tahun 2014 tentang Hak Cipta.



a.n. MENTERI HUKUM
DIREKTUR JENDERAL KEKAYAAN INTELEKTUAL
u.b
Direktur Hak Cipta dan Desain Industri

Agung Damarasongko.SH.MH.
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