ORGANIZATIONAL RESPONSIBILITY MANAGEMENT BASED ON A FRAMEWORK

Andika Saputra
Sekolah Tinggi Agama Islam Jamiatut Tarbiyah Lhoksukon, Indonesia
Email: Ipqnurulhilal@gmail.com

KEYWORDS	ABSTRACT
Skeleton, Work, Responsibility, Resources	The purpose of this article is to outline the structure of management obligations and liabilities. An approach to conducting a literature review that was taken from management and organizational textbooks was used to prepare the essay. A framework is a plan, structure, guiding idea, or idea of how something will be done. So, there must be a framework for what the organization will do in order for it to exist. A system in which people are interconnected or tied to one another and develop networks that benefit one another is called an organization. Management operates inside an organizational structure. In other words, when the management process is in motion, the organization serves as a container, forum, or functional group. For management and its members, an organization functions as a road map for achieving objectives. The organization is a place where a collection of individuals is led to accomplish particular goals from the organization because the organization is a complicated management art that incorporates humans who are intended to fulfill predetermined goals.

INTRODUCTION

A framework of tasks and responsibilities is crucial in management to carry out a mission to achieve a vision. We cannot deny that the world today in the era of globalization is faced with a very fast and complicated process of change. Making a need for dynamic changes in many things such as vision, mission, goals, and thinking systems is the main thing that must be owned by the organization. In the context of organizational learning, every individual organization must have the commitment and capacity to learn at any level in the organization. In other words, every compulsory job contains an element of increasingly active learning (Partogi, 2015).

The tendency of managers and leaders to raise leadership issues is triggered by the organizational world which largely no longer uses management principles of governing and controlling. They realize that if a "traditional" manager orders someone to do what they're supposed to do, then a leader gets others to do what they're supposed to do and even more with less guidance and a higher level of efficiency. Being a manager, he and his members should be encouraged to always conduct studies to form new ideas and contribute them to the organization. The attitude of managers who may have been so tolerant of every mistake of manager employees should be changed. Managers must take positions to prevent the

occurrence of major risks stemming from a work error. Indeed, a success is usually based on failures that have been experienced. But managers must evaluate every failure and conduct a self-evaluation (Deemer, Benefield, Larman, & Vodde, 2012).

The manager has a function more as a researcher and designer than just as an order-giver to members. In this case, managers must encourage members to form new ideas, no matter how small, and communicate these ideas to other members. In addition, managers should encourage members to understand holistically the work and its problems, form a collective vision and work together to achieve organizational goals (Kim, 2013).

Management and leadership are very different, but related. The job of a manager is more specialized than that of a leader. Management skills, such as planning and delegation, are more concrete than using more abstract leadership skills. A leader relies more on impact, new views, and collaboration than guidance, wisdom and procedures. Nevertheless, the two skills complement each other (Deemer et al., 2012).

Leadership and management skills are both needed to encourage the effectiveness of managers and members. For example, goal setting (management skills) is related to the ability to spread vision (leadership). When a leader is able to share a tantalizing vision of what the organization can achieve and is able to set goals and outline tasks that can move everyone toward that vision, then everyone will perform better. Not every leader means a good manager, nor does every manager mean a good leader. But the best executives master both management and leadership prowess.

Management is part of the art and science of getting things done with the help of others through planning, organizing, directing, and controlling to achieve goals that have been influenced. What is art? Art is something outside the scientific field, which is owned by each individual. Art is formless, as in the management of everyone who as a manager must also be an artist, what is a management artist? Artists in management are people who are able to bring themselves in harmony with their duties and responsibilities, and in dealing with others artists can behave in sync as a result of which people around them can be comfortable and motivated if they are around him. How to learn it? Tactics are learned through everyday life, how we take every benefit contained in an event in life, as a result we understand how it is mandatory to solve problems not only by technical means but also using feelings (feeling). So managers must have a feeling that must be strong, because science itself is very vulnerable to environmental changes. The manager is also a scientist, the manager must understand the technical problems in the organization. How organizational accounting runs, how the financial state of the organization, how to compile the art of organizational management, of course, all of that also requires knowledge. Art and science are inseparable in the life of a manager. A successful manager must also be someone who is creative, innovative and also a scientist.

METHOD RESEARCH

The type of research conducted in the discussion of this article is using literature studies or literature reviews. According to Mardalis (Purwoko, 2016) literature study means a method carried out on collecting issues and data with various sources of information from materials contained in the library, such as documents, books, magazines, historical stories, and so on. Literature studies are also studied from various reference books and research that has been done previously to obtain a theoretical basis about what will be researched. In conclusion,

literature study is a theoretical study, references and other scientific literature related to culture, values, and procedures that develop in the social situation studied.

Data Sources

The source of data used in this study is secondary data which is a type of data derived from documents or other secondary sources in research obtained by people who conduct research from existing sources (Ajayi, 2017). This data is obtained from library materials, literature, previous research, journals, and so on.

Data Collection Techniques

The data collection technique used is the reading technique (Barker, 1980). Reading is a qualitative data collection method using document analysis taken from references and sources that have been read, summarized and paraphased. Another understanding is to look for data about variables in the form of notes, transcripts, books, magazines, agendas, statements, journals, articles, and so on.

RESULT AND DISCUSSION

Understanding Frameworks

The word "Skeleton" according to kbbi in outline; design or system of basic principles, concepts. While the word "work" is the activity of doing something or being done (Hermawan & Amirullah, 2016). So a framework is a design, system, principle or concept of an activity to be carried out. So in an organization there must be such a thing as a framework for what will be done by the organization.

Organization is a system where humans are interdependent or related to each other and form networks that convey benefits to each other (Stacey, 2007). Organization is a framework for management to work. So an organization is a container, forum, or functional group when the management process takes place. Organization is a kind of road-map for management and its members to achieve goals. Organization is the art of complex management that involves humans who are designed to achieve predetermined goals, as a result organization is a container where a group of people are directed to make specific goals of the organization. The longer the term of an organization established, the more complex the relationship between people and the work tools contained in it.

An organization consists of 3 main elements, namely people, goals, and structure. As a result, the primary function of the organization means that it is a place for people in: a) working together to achieve one goal; b) generate organizational attitudes and culture; and c) achieve targets that are difficult for oneself to achieve. People in the organization ultimately form a structure that supports the achievement of goals. Khari's angle is increasingly changing and shifting from the conventional view to a more recent one (Lubis, Haryana, & Amri, 2020).

In a framework, management must design effectively so that the framework works well. A manager who is very instrumental in creating a framework for his organization must know where the ability or expertise of a member is. So the framework that has been created and planned is structured effectively runs well and efficiently. Everyone in the organization works together according to their own abilities. Finally, the realization of a professional world of work and the realization of a vision of the organization. In achieving the goals and benefits to

be obtained, it must be properly focused in one area to be more perfect in its application, there are times when humans forget one thing, namely discipline in building is very important.

Understanding Human Resource Management

Organizations have a variety of resources as 'inputs' to be converted into 'outputs' in the form of products, goods or services. The origin of these resources includes capital or money, technology to support the production process, methods or art of management used to operate, people and so on. Among these various kinds of resources, human or human resources (HR) is the most crucial element. To plan, manage and control human resources requires a managerial tool called human resource management (HRM).

HRM can be understood as a process in the organization and can also be interpreted as a policy. As a process, Cushway (1994:13) for example, defines HR as 'Part of the process that helps the organization achieve its objectives'. Management education in Indonesia must indeed be raised again in order to be more visible in the progress of a country that has abundant taste and natural wealth, especially in Aceh Province, so in this management framework the author conveys that education and understanding in the form of theory and behavior of the Indonesian government must be seen to the public because with the good management education and framework, an institution will become strong and Eager to pursue higher education, the government in particular must pay more attention to the needs of maximum education so that all schools and colleges can be easier in delivering education by educators, first the government establishes a good and appropriate framework for long-term programs and special teams in the field for the supervision of all ongoing programs and activities. This statement can be translated as 'part of the process that helps the organization achieve its goals' (Siagian, 2008).

Meanwhile, Schuler, Dowling, Smart and Huber (1992: 16) define HR in the following formulation: Human Resource Management (HRM) is the recognition of the importance of an organization's workforce as vital human resources contributing to the goals of the organization, and the utilisation of several functions and activities to ensure that they are used effectively and fairly for the benefit of the individual, the organization, and society. Where the statement can be translated as follows:

Human Resource Management is a recognition of the importance of the organization's workforce as human resources that are critical in contributing to organizational goals, and the use of several functions and activities to ensure that these human resources are used effectively and fairly for the benefit of individuals, organizations and society. There are several kinds of primary functions of HRM. In this book, 5 functions are proposed, namely:

HR needs planning

The HR needs planning function includes at least 2 main activities, namely:

a. Planning and forecasting the energy demand of the organization's work both in the short and long term.

b. Job analysis in the organization to choose the tasks, goals, expertise, knowledge and abilities expected. These two functions are essential in carrying out HR activities effectively.

Staffing in sync with the needs of the Organization

After the HR needs are influenced, the next step is to fill in the available rows. At this stage of staff replenishment, there are 2 activities needed, namely:

a. Withdrawal (recruitment) of candidates or job applicants.
b. The selection (selection) of the candidates or applicants evaluated best meets the conditions. Generally, recruitment and selection are made by focusing on the availability of prospective workers both outside the organization (external) as well as from the organization (internal).

Performance appraisal

This activity is carried out after the candidates or applicants are employed on the activities of the organization. The organization chooses how to work best and then rewards the performance it achieves. Conversely, the organization must also analyze if there is negative performance where workers cannot meet standards defined performance. In this performance evaluation, two main activities are carried out, namely: a. Evaluating worker behavior.

Analysis and provision of motivation for workers. This performance evaluation activity is considered very difficult both for the appraiser and the evaluated. This activity is prone to conflict.

Improving the quality of workers and the work environment Currently, HRM's attention points to three strategic activities, namely:

a. Selecting, designing and implementing training programs and HR development to improve employee capabilities and performance.
b. Improve the quality of the work environment, especially through quality of work life and productivity restoration programs.
c. Improve physical working conditions to maximize worker health and safety.

Human Resource Development

The development of human resources, both new and old, needs to be carried out in a patterned and continuous manner (Armstrong & Taylor, 2020). Therefore, it is necessary to establish an employee development program in advance. The development of employees is felt to be increasingly crucial because the demands of work and positions are the impact of advances in science and technology and increasingly fierce competition between the same companies. Organizational leaders essentially realize that new employees, in general, only have theoretical knowledge from school, therefore need to develop concrete skills to be able to do their tasks. Likewise, for obsolete employees, training is always needed because of the demands of new tasks both in order to face transfers and promotions.

Training being one form of employee development is a continuous process. New things, new procedures, new equipment, durability and new departments are always emerging in the organization moving forward. To deal with these changes requires instruction, guidance to workers (Beer & Mulder, 2020). The issuance of the new requirements encourages management to continuously pay attention and arrange development events on an ongoing basis. Development means an effort to improve the technical, theoretical, conceptual and moral abilities of employees according to the needs of the job / position through education and training. Education itself works together to increase general knowledge and understanding of the environment as a whole. While training is an effort to increase the knowledge and expertise of an employee to do a certain job.

Not infrequently the term development is interpreted the same using the term education for industry (Cancino, La Paz, Ramaprasad, & Syn, 2018). This is not wrong, indeed development itself includes education and training. Because after all, employee development involves increasing knowledge and skills in carrying out tasks.

(Gilley & Finkner, 1991) explain that human resources development is organized learning activities arranged within an organization in order to improve performance and/or personal growth for the purpose of improving the job, the individual and/or organization. (Human resource development is a learning activity organized and designed within an organization to improve performance and/or personal improvement in order to achieve the goal of improving individual and/or organizational tasks) (Siagian, 2008).

Development Objectives

The purpose of employee development is to improve employee effectiveness in achieving predetermined work results. Restoring work effectiveness can be done by improving knowledge. Skills and behavior of employees regarding the duties they carry. (Gilley & Finkner, 1991) stated that the purpose of developing human resources is to increase knowledge, skills, attitudes and behavior in implementing an organization.

There are several goals to be achieved by organizing employee development, namely:

a. Increase work productivity
b. Increase efficiency
c. Reduce damage
d. Avoid (reduce) accidents
e. Improving service (consumers)
f. Improve and enhance employee morale
g. Career advancement
h. Improving the way of thinking conceptually
i. Raising leadership
j. Increase achievements which ultimately have an impact on increasing remuneration (honor).

In other terms, employee development will provide benefits for the company, employees and consumers in achieving their goals. Another benefit that can be reaped from the implementation of development and training events is to foster and maintain harmonious correlations between members of the organization. This can happen because:

a. An effective communication process occurs.
b. There is the same perception of the discourse of the task being carried out.
c. Compliance of all parties to various normative provisions.
d. The existence of a good climate for the growth of all employees
e. Making the organization a more enjoyable area to work Employee development covers all aspects of knowledge, skills, and behavior. Because knowledge and skills alone are not enough, it is necessary to develop employee behavior in facing and completing tasks. Furthermore, there is a process that is so that employee development can achieve optimal results, then the development must be based on the correct mechanism.

These steps include:

a. Determination of needs
b. Target setting
c. Determination of the content of the event

d. Identify learning principles
e. Event app
f. Assessment of event execution

Understanding Ethics and Social Responsibility

The Greek word ethics, ethos, is character. Ethics is a group of beliefs, thoughts, or standards that meet individuals, groups or people. Ethical behavior is defined as a good attitude that is accepted by society. Ethics and social responsibility are two variables that complement each other. Using other terms ethics can underlie social responsibility. A person or group of people who have good ethics tend to be socially responsible.

Corporate social responsibility is something done by companies to hypnotize the surrounding community, for example in the form of voluntary assistance gifts. Social responsibility is an obligation borne by a company outside of legal and economic demands to achieve long-term targets for citizens. Social responsibility can be better understood by comparing 2 similar concepts, namely social obligation and social response. Social obligation is the cornerstone of corporate social engagement. Using fulfilling its regulatory and economic responsibilities, an enterprise is evaluated as fulfilling its social obligations. Social responsibility requires companies to choose right and wrong, and make various decisions and carry out many business activities based on fundamental ethical truths (Krisnandi, Efendi, & Sugiono, 2019).

Arguments in Support of Social Responsibility

a. Citizen expectations

Sociologically, society consists of various layers or strata, rich and poor, upper and lower classes, leaders and employees, officials and ordinary people, as well as people with high, low, or no income at all. Of course, because the social status of these classes has an impact on the ability of different purchasing power as well. Therefore, residents, especially those who are less can expect donations or concern from companies for their fate.

b. Long-Term Profit

The company's attention and concern for the interests of the people, will form the existence of a protected company from security disturbances, smooth distribution which will ultimately benefit the company in the long run.

c. Ethical Obligations

As mentioned earlier, ethical issues involve good or bad conflicts, as well as validity or error. Therefore, companies that have concern for the people and the environment can be evaluated as companies with good ethical obligations.

d. Overview of society

The attention given by the organization to the condition of the people will have a good effect on the company's image. Conversely, organizations that do not care about residents and the surrounding environment will get a bad picture.

e. Better Environment

The participation of the organization's contribution to the people of its environment, resulting in the environment will accept the existence of the organization. Using other terms the environment will as it continue to get better again. So in this environment will create a comfortable atmosphere working with comfort, the value of the work griet can be

further increased in quality and quality of a responsibility received by someone in an organization.

f. Inhibiting Further Government Regulation

g. Less agree with government regulations because government programs Less agree with government regulations because government programs are not in accordance with the wishes of the community, so to build a balanced economy and education must be based on harmony in creating working relationships both individually and in general. The uncertainty given by the government makes people less confident and confident in the government's voice.

h. Improper distribution of aid to the government.

i. Lack of performance evaluation.

So we can conclude that education held by the government is sometimes less serious in evaluating, so it is the duty of all of us Indonesian people who have positions in government institutions to be taken seriously in order to realize the goals and benefits in an education sector in the future.

This management must be in accordance with changing times such as the classical approach, behavior because the quantitative approach tries to find a management approach. in fulfilling a good management framework in the process of an organization An organization plays an important role in the development of society, so that a good image will inhibit the emergence of various government regulations that can harm the company.

j. Balance of Responsibility with Power

A socially responsible organization will usually have the ability to divide power equally Authority

k. Ownership of Resources

Organizations that have a good image due to their high social responsibility will have broad access to various resources.

Advantages of Prevention over Problem Handling

Every organization is often faced with problems, both small problems to big problems. With its high role and social responsibility, relatively the company will be able to overcome all problems better.

CONCLUSION

Organizational responsibility management based on aframework is a management approach that facuses on ensuring that businesses operate in a responsible and sustainable manner. This framework involves identifying and managing the social, economic, and environmental impacts of a bisuness on its stakeholders, including employees, customers, communities, and reporting on progress and outcomes. The key elements of this framework include establishing a clear corporate social responsibility (CSR) policy, setting measurable goals and targets, implementing management systems to monitor and improve performance, engaging stakeholders through communication and consultation, and reporting on progress and outcomes.By adopting this approach, organizations can enhance their reputation, build stronger relationships with stakeholders, reduce risk and costs associated with negative impacts, and create long-term value for shareholders. In summary, organizational responsibility management based on a framework is a strategic and comprehensive approach

to managing business operations that ensures responsible and sustainable practices and benefits all stakeholders.

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