



THE ROLE AND FUNCTION OF MANAGEMENT IN GLOBAL ORGANIZATIONS

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Abstract: Management is an activity that exists within the organization or company in order to achieve the goals and ideals of the organization by working together with the people and resources owned by the company. Management is an activity that connects one activity to another. Activities carried out in management do not only manage people who work in the company, but include the planning, organizing, leading, and controlling processes carried out to determine and achieve organizational goals through the use of existing resources. This writing aims to find out how the role of management in organizations in the era of globalization. Because in running management it is very important to take into account the business steps that will be taken. By taking into account the steps to be taken, the company can solve problems optimally so that the company is able to continue its survival in overcoming problems and competition in this era of globalization properly and effectively.

Keywords: Role, Organization, Management, Globalization

INTRODUCTION

Management is a process within the organization or company in order to achieve the goals and ideals of the organization by working together with the people and resources owned by the company. Management is an activity that is related to one another. Activities carried out in management do not only manage people who work in the company, but include the processes of planning (planning), organizing (organizing), leading (leading), and controlling (controlling) which are carried out to determine and achieve organizational goals through the use of resources. which exists.

Globalization is an activity of a policy-making process that makes something global, both in its scope and application. With the presence of information technology in the era of globalization, it seems that the dissemination of information can no longer be dammed by the limitations of time and space and even national territories. In the current era of globalization, competition in the business world is developing very rapidly. Currently, many companies are competing in implementing innovative technologies and strategies in running

their companies, both in the production process and in the management process. With one of the organizational principles, namely flexibility, the organization will be dynamic, which means a company will make changes according to the times, both within the organization and outside the organization. With the change in order in the era of globalization of a company, companies are required to apply management principles that can bring the company to achieve its goals. By applying management principles, which include planning, organizing, leading, and controlling, it is hoped that the company will be able to take into account every step that will be taken in its policies. By taking into account the steps that will be taken, the company can optimally overcome the problems that will arise, so that the company is able to continue its survival in overcoming problems and competition in this era of globalization properly and effectively.

The problem formulations that will be discussed in this article include:

- 1) Management Role in Organization
- 2) Basic Management Functions
- 3) Management Principles
- 4) The Role of Management in the Era of Globalization

LITERATURE REVIEW

James A.F. Stoner argues that management is a process that includes planning, organizing, leading, and controlling the efforts of organizational members and the use of all organizational resources to achieve predetermined organizational goals. According to Hani Handoko, management is a collaborative activity with members of the organization in determining, interpreting, and achieving organizational goals by carrying out management functions of planning, organizing, drafting, personnel, directing, leadership, and supervising.

Robbins and Coulter also stated that management is a process of coordinating and integrating work activities to be completed effectively and efficiently through other people. Henry Fayol Organizational management is all activities that begin with planning (planning), organizing (organizing), coordinating (coordinating) and controlling (controlling). The entire series of activities is carried out in order to achieve organizational goals.

Luther M. Gulick argues that organizational management is everything related to planning (planning), organizing (organizing the elements in it), staffing (resources or labor attributes), directing (directing), coordinating (coordinating), reporting (making performance reports), to making budgeting (making a budget). Koontz and O'Donnell have a theory that organizational management is all activities within the scope of an organization or company related to planning, organizing, staffing, directing, and controlling.

From the three expert opinions, it can be concluded that organizational management is a reference for an operational manager in leading and organizing company resources in such a way as to create effectiveness in teamwork and achieve the company's vision and mission. The key for this to work well is that there is a manager who can manage all management functions properly, choose workers that suit the company's needs, and be able to manage the workforce well.

RESEARCH METHODS

To obtain the data used in this paper, the author uses qualitative data collection methods in the form of literature studies by collecting data from several references on the internet and journals that examine similar research to support research on the role of management in the era of globalization.

RESULTS AND DISCUSSION

Management Role in Organization

Management has an important role in advancing the organization. Management has a close relationship with the achievement of a goal to be achieved by an organization. In the organization, management has a close relationship with all the efforts carried out within the organization starting from maintaining a cooperative relationship with a group of people used to achieve the planned goals by utilizing existing resources. Effective management will help achieve organizational goals more quickly and easily by optimizing limited resources. With effective management, the balance created within the organization will be good so as to minimize the costs to be incurred.

In carrying out a management can not be separated from the role of a manager who leads the management of the organization. The role of a manager is very important, if the organization has good managers, the organization he leads will be large and the level of prosperity of its members will increase. In this case, managers who have leadership qualities are needed so that management in the organization can be well organized. Therefore, management becomes very important that must be understood in running the organization.

Basic Functions of Management

Management functions have different perceptions but all of them lead to one organizational goal. The basic functions of management are used as a reference in carrying out the management process within an organization. The basic functions of management include planning, organizing, actuating and controlling.

1. Planning

Planning or planning is a basic function that must be carried out in carrying out management. Planning is an activity to arrange activities to be carried out by utilizing resources optimally. In planning there are activities to determine the goals of the organization and effective ways to achieve them. In this planning, managers will take various alternative action decisions and evaluate various possibilities before deciding to take action in the organization. Actions to be taken by managers will affect the survival of the organization and the decisions taken will serve as organizational goals.

Good planning will have goals, set rationally and simply, will contain job analysis, be flexible to organizational conditions and have a balance that is able to optimize the resources owned. In carrying out planning, managers also need time limits as deadlines for doing tasks and appointing people who will be responsible for the task. This is done to make it easier to organize.

All organizing and controlling activities carried out within the organization depend on a good plan. Therefore, planning or planning is very important for organizations to carry out strategy implementation and is used to carry out strategy evaluations.

2. Organizing

Organizing or organizing is an activity of grouping individuals within the organization based on the tasks given. Organizing activities are carried out by determining the tasks to be carried out, grouping tasks and responsibilities for these tasks. So that the organizers carry out activities to organize individuals and resources contained within the organization appropriately to carry out the planned plans.

The purpose of this organization is to achieve a strategic and well-coordinated effort by carrying out the duties and authorities properly. This organizing implementation will make it easier for managers to supervise and determine the individuals needed to carry out tasks in accordance with their specialization so that they will carry out tasks optimally.

3. Actuating

Actuating is an action that seeks all members of the organization to do work in order to achieve the planned goals. In actuating a manager must ensure that his members do good cooperation to achieve goals. So that in this function the manager must be able to direct and move his members to do the tasks that have been given. A manager must also motivate and provide confidence and facilitate all members in achieving their goals.

4. Controlling

Controlling is a systematic activity used to set work standards based on plans that have been made. Control activities are carried out based on the collection of information that has been collected to measure organizational performance. Managers will oversee the execution of tasks that will lead to the organizational goals that have been set.

Evaluation will be carried out when the entire work process has been carried out and then an assessment of the suitability of the work that has been carried out with the intended plan will be carried out. Managers will evaluate the success and effectiveness of work, make corrections and provide alternative solutions to problems during the work process.

Management Principles

The principles in management are essentially the basics and values that will be the core of the successful achievement of management goals. Management principles are flexible so they can easily adapt to current conditions.

1. Division of Work

In carrying out management activities, it is necessary to divide the work within the organization. In doing the division of labor, employees will be grouped based on the skills and abilities of each group member. This is done so that the work can be carried out effectively and more optimally because it is in accordance with individual abilities

and expertise. The implementation of the division of labor is carried out rationally and purely objectively in accordance with the expertise of each employee.

The division of labor is carried out by applying the principle of the right man in the right place. So a manager must be able to understand the skills and abilities of his employees well. The principle of the right man in the right place will provide stability, fluency and effectiveness in doing work so that this principle becomes the key to carrying out a good job.

2. Authority and Responsibility (Authority and Responsibility)

Every member in the organization must be given authority both employees and managers. Employees and managers who are given the authority to carry out their work will also be followed by an accountability. By carrying out work with full responsibility, it will create comfort for the company.

Managers have the greatest responsibility because managers will be responsible for themselves, employees and with everything that happens in the organization, both success and failure in achieving its goals. Therefore, managers must have good skills and abilities in order to carry out their authority and be responsible for the organization they lead.

3. Discipline

Discipline is an attitude that reflects propriety and obedience in doing something in accordance with the rules and responsibilities. Every employee must have this sense of obedience in carrying out the work for which they are responsible. By implementing a disciplined attitude, it will build a conducive work environment. This conditional environment will help in focusing the execution of the work. Discipline will lead to success in doing work so that by having a disciplined attitude it will also be easier to achieve the aspired goals. The discipline created in the company will be seen by the client as a professional attitude and can be beneficial in cooperation because the disciplined attitude will have a high commitment to what is being done so that nothing is missed and the work results will be maximized.

4. Unity of Command

This unity of command means that there is only one command or order that comes from a manager in delegating tasks to employees, so that employees will know that he will be responsible to the manager. This unity of command is carried out so that there are no communication errors in the process of working on the task so as to minimize errors.

5. Unity of Direction

Unity of direction is carried out in providing direction related to working on tasks that are usually carried out in the division of labor. Unity of direction is carried out so that two orders do not occur which can later result in confusion for employees. In carrying out the unity of direction, it is necessary to have a clear flow or procedure in the granting of authority. This is useful so that there is clarity on the origin of authority and who must be responsible to whom so that employees do not make mistakes in accountability.

6. Prioritizing the interests of the organization above their own interests

Every member of the organization must have the principle of prioritizing the interests of the organization above his own interests. This principle must be owned by both managers and employees. This principle is an important requirement for the organization to run smoothly and achieve the desired goals. To be able to carry out this principle requires awareness from within each member of the organization. This awareness can be realized when members of the organization get a sense of comfort and pleasure in working in the organization.

7. Employee payroll

Employee salary is the right of every employee who has done the task in order to achieve organizational goals. This employee salary becomes a compensation that will determine the smoothness of the employee's work in the future. In conducting payroll, employees must be able to consider the welfare of employees. This employee payroll system must also be taken into account in order to create discipline in work so that employees will excel in the organization. The principle of more pay for more prestige (more pay for more prestige) and the principle of equal pay for the same achievement need to be applied in the company because differences in the number of employee salaries can create jealousy which will result in unfavorable conditions at work, causing violations at work.

8. Centralization of authority

The centralization of authority in organizations is usually carried out by managers or company leaders. With the centralization of authority, there will be an alignment of tasks and will create a concentration of responsibility in an activity. This centralization of authority is used to delegate the greatest responsibility to organizational managers.

9. Hierarchy

Hierarchy is the relationship between superiors and subordinates in the organization, causing the emergence of a chain of command within the organization. The hierarchy emphasizes the involvement and interrelated activities between superiors and subordinates to achieve the goals that have been set. Hierarchy is measured from the size of authority, the largest authority and so on in descending order. With a hierarchy, each employee will know who will be responsible to whom and who will get assignments from. The hierarchy that exists within the company will make the company's performance more effective and efficient because managers will only receive the final report of all work. With the hierarchy will also make the problem does not spread to other things because each problem will be solved based on the level.

10. Order (Order)

Order is an attitude that will make a person to obey all the rules that exist in his environment. The order that has emerged in a person will create a disciplined attitude in his life. This order is one of the important characteristics that must be possessed by everyone, both employees and managers. Order will be achieved if all members of the

organization have high discipline. Because everyone in the organization will not be able to work in a chaotic situation in achieving its goals.

The Role of Management in the Era of Globalization

In the current era of globalization, the role of management in organizations is very important in achieving goals because there is a lot of competition and unpredictable changes due to globalization. In the face of globalization, globalization should not be avoided but globalization is accepted and followed by its development.

Management plays an important role in the development of information systems because management can identify problems and changes that occur inside and outside the organization that can utilize technology to increase the effectiveness of the organization's work. Management can also be used in developing an information systems framework that can be used to govern the organization. Management also has the ability to see and take advantage of business opportunities that can advance the company. By implementing good management effectively and efficiently, the company will achieve its goals faster and easier.

A manager must have the ability to organize and manage an organization in the era of globalization. So in facing the era of globalization, managers also have an important role for the implementation of good company management. The role that must be owned by managers in facing the era of globalization is that managers must have good competence in order to be able to optimally manage the limited resources owned by the company, managers must have the quality to motivate their members in the organization to have a positive work spirit, managers must have a positive attitude to build positive relationships with co-workers and employees, managers must have broad insight to deal with all problems and changes that occur, and managers must have creativity and can always create innovations in producing their products.

This article discusses the Roles and Functions of Global Management, with the influencing management functions, namely Planning, Organizing, Actuating and Controlling. In addition to these four factors, there are many other factors that influence the role and function of management, including:

- 1) Organizational Culture: (Harini et al., 2020), (Elmi et al., 2016) dan (Limakrisna et al., 2016),
- 2) Motivation: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Chauhan et al., 2019), (Rivai et al., 2017), (Prayetno & Ali, 2017), (Bastari et al., 2020), (Masydzulhak et al., 2016) dan (Aima et al., 2017)
- 3) Commitment: (Limakrisna et al., 2016), (Harini et al., 2020), (Prayetno & Ali, 2017), (Riyanto, Yanti, et al., 2017) dan (Masydzulhak et al., 2016)
- 4) Leadership: (Limakrisna et al., 2016), (Bastari et al., 2020), (Anwar et al., 2020), (Ali et al., 2016), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017), (Chauhan et al., 2019), (Elmi et al., 2016).
- 5) Employee Performance: (Riyanto, Sutrisno, et al., 2017), (Prayetno & Ali, 2017), (Ridwan et al., 2020), (Djoko Setyo Widodo, P. Eddy Sanusi Silitonga, 2017) and (Agussalim et al., 2016).

CONCLUSIONS AND SUGGESTIONS

Conclusion

Organizations in the era of globalization really need management in carrying out activities within the organization. By implementing management within the organization and implementing all management functions: planning, organizing, actuating, and controlling, it will create effective management that will help achieve organizational goals more quickly and easily by optimizing limited resources.

The era of globalization has resulted in more and more complex challenges and competition from other companies that demand a strategy that is quite effective and efficient to deal with the problems that arise. So management plays a very important role in the era of globalization because management can identify problems and changes that occur inside and outside the organization that can utilize technology to increase the effectiveness of the organization's work. Management can also be used in developing an information systems framework that can be used to manage the organization. Management also has the ability to see and take advantage of business opportunities that can advance the company. By implementing good management effectively and efficiently, the company will achieve its goals faster and easier.

Suggestion

It is expected that the organization or company can implement management effectively and efficiently in order to achieve organizational goals. Minimize all problems that arise as well as maintain and improve all company achievements that have been achieved and continue to provide product innovations so that they can face challenges and competition in the era of globalization well.

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