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Function of Human Resources Manager in Making Employee Employment Contracts and Employee Development

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Abstract: The article on the function of human resource managers in making employee employment contracts and employee development is a scientific literature review article within the scope of human resource management science. The purpose of this writing is to build a hypothesis of the influence between variables which can later be used for further research within the scope of human resource management. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and Sinta journals. The results of this article are: 1) Human resources managers play a role in creating employee work contracts; 2) The human resources manager plays a role in meeting the needs of the company and employees in making employee work contracts; and 3) Human resources managers play a role in employee development.

Keyword: Human Resources Manager, Making an Employee Employment, Employee Development

INTRODUCTION

Effective management of employee development heavily relies on the role of human resources (HR) managers, particularly when considering recruitment performance, training demands, performance management efficacy, work satisfaction, and employee welfare. First, HR managers are in charge of determining the needs of the firm and drawing in applicants that meet the ideal profile in terms of recruitment performance. This includes the process of choosing and assigning the best workers to the positions that best suit the demands of the business. HR managers are also responsible for making sure that the hiring process is inclusive and diverse, and that it is conducted in a fair and transparent manner.

Second, HR directors need to carefully control the degree of training requirements. They must assess the training needs of their staff in light of both individual and corporate growth objectives. This entails determining the competencies needed to meet organizational goals and making sure the provided training courses are applicable and efficient. HR managers also need to consider the budget and available resources, as well as striking a balance between the needs of the organization and those of the individual. Moreover, HR managers are responsible for guaranteeing the efficiency of performance management within the company. They are in

charge of creating and putting into place a transparent and equitable procedure for evaluating employee performance and giving workers helpful criticism. This aids in determining an employee's areas of strength and growth and in organizing the required remedial activities. In order to motivate staff members and recognize excellent work, HR managers must also make sure that reward and recognition programs are constantly executed.

HR managers also place a high priority on employee welfare and job happiness. They must recognize the elements that affect workers' job satisfaction and general well-being and take steps to enhance them. This may entail offering a positive work atmosphere, wellness initiatives for staff members, and work-life balance guidelines. In addition, HR managers need to be aware of and take action against problems including work imbalance, burnout, and job stress. HR managers need to concentrate on improving soft skills, or interpersonal and communication qualities, in the context of employee development. They have to create and carry out development plans that let staff members advance their abilities via instruction, one-on-one coaching, or independent study. Along with encouraging active participation in training and development initiatives, HR managers also need to foster a culture that fosters employee growth and development.

HR managers are also in charge of enhancing individual performance by giving the required resources and assistance. Together with staff members, they must determine goals for professional and personal growth and devise a plan of action to reach them. In addition to making ensuring that workers have access to training and development that suits their requirements, HR managers also have a responsibility to offer constructive and continuous feedback. As a result, HR managers play a critical role in effectively managing employee growth. They must guarantee that procedures for hiring, training, performance management, and employee welfare are carried out successfully and efficiently and that they support the organization's overall expansion and success. HR managers may help create a work climate that fosters employee growth and development by taking a proactive and focused approach.

Based on the background above, the problem formulation is determined as follows: 1) Does the human resources manager play a role in making employee employment contracts?; 2) Does the human resources manager pay attention to fulfilling the company's interests and employee needs in making employee employment contracts?; and 3) Does the human resources manager play a role in employee development?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Human Resources Manager

The person in charge of organizing, planning, leading, and managing every facet of human resources inside a company is known as the human resources manager, or HR. Managing personnel from hiring through retirement, including career development, performance management, training and development, handling conflicts, and upholding corporate culture, are the primary responsibilities. An HR manager leads the HR division and

is in charge of making sure that corporate policies and procedures support the accomplishment of overarching organizational objectives and are compliant with relevant laws and regulations. In addition, they are critical in upholding the management-employee relationship, guaranteeing equity and adherence to corporate policies, and formulating plans to boost output and job happiness. A effective HR manager must possess a variety of abilities, including strong leadership, a thorough awareness of employment legislation, good analytical and decision-making skills, and interpersonal skills. In order to achieve long-term shared objectives, HR managers play a crucial role in preserving a balance between organizational and individual demands (A et al., 2012).

The indicators found in human resources managers include: 1) Recruitment Performance: This metric assesses how well the company is able to find candidates who meet the requirements of the company. It can be assessed by looking at the pace at which open positions are filled, the new hires' retention rate, and the caliber of new hires; 2) Level of Training demands Fulfilled: This metric shows how successfully an HR manager satisfies the demands of the company and its employees by offering training and development. It can be gauged by the volume of training conducted, the degree of employee involvement, and the improvement in performance following training; 3) Effectiveness of Performance Management: This metric assesses the capacity to plan for improvement and organize and oversee the employee performance evaluation process. It can be gauged by how satisfied workers are with the performance review process, how well performance management is working, and how much more productive they are as a result of meeting performance goals; and 4) Degree of Job Satisfaction and Employee Welfare: This metric shows how well HR managers are able to foster an environment at work that inspires and supports workers. It can be calculated from work accident rates, absence rates, and employee satisfaction survey findings (Wadjdi, 2022).

Human resource managers have been studied by several researchers, among others: (Adrian, 2017), (Wadjdi, 2022), (A et al., 2012).

Making an Employee Employment Contract

An organization or firm and the person who will become an employee agree on the terms and conditions that will govern their work relationship through the formal process of creating an employee employment contract. The employment contract is a crucial document that governs the rights and responsibilities of the employer and employee. It also provides a well-defined structure for a fruitful and advantageous work relationship. The job description and duties that the employee must perform, the pay or other compensation that will be received, the work schedule, company rules and policies, and the rights and obligations of both parties are typically covered when creating an employment contract. Employment contracts may also contain stipulations pertaining to non-compete agreements, information security, probationary periods, and other topics pertinent to the working relationship. The primary goals of drafting an employment contract are to give both parties with a clear and equitable agreement, lower the possibility of future conflict or misunderstanding, and offer a solid legal foundation for settling any problems that may come up. Employment contracts also have a significant impact on fostering a stable and effective work environment and enhancing the trust between employers and employees (Mursalim et al., 2022).

The indicators found in making an employee employment contract include: 1) Clear Job Description: The employment contract must have a thorough and unambiguous job description that details the obligations, responsibilities, and performance standards expected of the worker. This makes it easier to make sure that workers know exactly what is expected of them while they are at work; 2) Pay and Benefits: The terms of the employment contract must specify the employee's basic pay, bonuses, and incentives in addition to their health, pension,

and other benefits. This indicator makes ensuring that awards are given to employees based on their credentials and contributions; 3) Work plan and Hours: Work contracts must specify a detailed work plan that includes working hours, vacation days, and rest times. This reduces the likelihood of scheduling conflicts and gives staff members a defined framework within which to organize their schedules; and 4) Work Safety Rules, Information Security Policies, Codes of Conduct, and Disciplinary Procedures are just a few examples of the pertinent firm regulations and policies that should be mentioned in employment contracts. This makes it easier to guarantee that workers are aware of and abide by the rules and regulations that apply to the workplace (Dewanto et al., 2023).

Making an employee employment contract have been studied by several researchers, among others: (Harfizar et al., 2019), (Mursalim et al., 2022), (Dewanto et al., 2023).

Employee Development

The methodical process of employee development attempts to raise the abilities, know-how, and proficiency of workers within a company. Enhancing individual performance is the primary objective, as this will positively impact the company's overall performance. The process of developing employees involves determining their needs for growth, creating suitable development plans, carrying out the plans, assessing the programs' efficacy, and making adjustments depending on the findings of the assessments. A variety of methods, such as job rotation, mentoring, coaching, formal education, online learning, and training, can be used to improve employees. These courses are intended to broaden knowledge of tasks and responsibilities, improve comprehension of business values and culture, and develop both soft and technical abilities (Susanto, 2022).

Indicators contained in employee development include: 1) Developing Soft abilities: In addition to focusing on developing technical abilities, employee development also tries to enhance soft skills including problem solving, teamwork, leadership, and communication. In this situation, appraisals from coworkers, bosses, or even psychometric tests can be used to evaluate development; 2) Engagement in Training Programmes: An essential measure of an employee's dedication to self-improvement is their degree of engagement in training initiatives. Metrics such as programme completion rates, attendance rates, and the number of employees attending training can be used to assess how effective a programme is; 3) Enhancing individual and organisational performance is one of the primary objectives of employee development. The attainment of predetermined goals, higher productivity, or higher-quality job output are all indicators of performance improvement; and 4) Enhanced Work Satisfaction: Maintaining high-caliber personnel is mostly dependent on job satisfaction. Good employee development should foster an environment where workers are motivated, feel appreciated, and have room to improve. When assessing the efficacy of development initiatives, job satisfaction surveys and employee retention rates can be helpful metrics (Haryati, 2019).

Employee development have been studied by several researchers, among others: (Aida Irmawati, 2015), (Haryati, 2019), (Susanto, 2022), (Lesmini et al., 2023), (Febrian et al., 2023).

Previous Research

Examining relevant literature to generate research hypotheses by summarizing earlier findings and emphasizing how they compare and contrast with the proposed study, as shown in table 1 below.

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Simmilarities with this article	Differences with this article	Basic Hypothesis
1	(Amelia et al., 2022)	Human resource managers play a role in	The role of human resource managers	The role of human resource	H1

		the creation of employment contracts and training	towards the creation of employment contracts	managers towards training	
2	(Meisella et al., 2023)	Human resource managers play a role in planning and making employee employment contracts	The influence of human resource managers on the creation of employee employment contracts	The influence of human resource managers on planning	H1
3	(Abdullah, 2017)	Human resource managers play a role in managing labor relations as well as industrial relations and making employee employment contracts	The influence of human resource managers on the creation of employee employment contracts	The influence of human resource managers on managing labor relations and industrial relations	H1
4	(Aida Irmawati, 2015)	Human Resource Development plays a role in employee development and increasing employee productivity	The role of human resources in employee development	The role of human resources in increasing employee productivity	H2
5	(Haryati, 2019)	Human resources managers play a role in implementing employee training and development programs	The role of human resource managers in employee development	The role of human resource managers in the implementation of training programs	H2

Discussion

Based on the problem formulation and relevant previous research, the discussion in this article is:

1. The role of Human Resources Manager in making employee employment contracts

The HR Manager plays the role of manager of the selection process who is responsible for attracting and recruiting individuals who suit the company's needs and culture. Through a deep understanding of job demands and organizational needs, HR Managers can ensure that prospective employees are selected carefully, so that the employment contracts offered are in line with the required competencies. Furthermore, in ensuring that training levels are met, the HR Manager plans and implements training programs that are appropriate to employee development needs and organizational goals. By providing relevant and useful training, HR Managers help prepare employees to succeed in their roles, which in turn can increase their effectiveness in carrying out the duties outlined in the employment contract.

The effectiveness of performance management is also the focus of the HR Manager in making employment contracts. They are responsible for developing a fair and transparent performance appraisal system, as well as developing employee development plans that are integrated with organizational goals. By ensuring that employees receive constructive feedback and opportunities to develop their abilities, HR Managers can strengthen employee performance according to the expectations set out in the employment contract. Last, but not least, HR Managers must pay attention to the level of job satisfaction and employee welfare. They need to ensure that clear job descriptions, fair wages and benefits, appropriate work plans and hours, and complied with work safety regulations create a work environment that is conducive to employee productivity and happiness. Through these efforts, HR Managers play a role in maintaining high employee retention and creating mutually beneficial working relationships between the company and its team members. Thus, the HR Manager's role in creating employee employment contracts does not only include administrative aspects, but also

has a direct impact on the quality and success of employment relationships within the organization.

Human resources managers play a role in creating employee employment contracts, this is in line with research conducted by: (Dewanto et al., 2023), (Cholil et al., 2021), (Meisella et al., 2023).

2. The Role of Human Resources Manager in Fulfilling Company Interests and Employee Needs in Making Employee Employment Contracts

First and foremost, the HR Manager is in charge of identifying, attracting, and hiring workers that not only possess the abilities and competencies required by the business, but also align with the goals and objectives of the individual. HR managers may make sure that the work contracts made serve the long-term interests of the business and the employees by being aware of the organization's vision and mission as well as the goals and potential of the workforce. In addition, the HR Manager is responsible for making sure that training requirements are satisfied in order to support the needs of employees for personal growth and the organization's goals of raising output and standard of work. HR managers facilitate the development of job-related competencies in employees and help the organization achieve its strategic objectives by designing training programs that are both pertinent and beneficial.

When creating employment contracts, the HR Manager also considers how effective performance management is. They are in charge of creating a transparent and equitable performance evaluation system and putting in place development plans that meet the demands of both staff members and business objectives. HR managers assist in making sure that workers feel valued and encouraged, which in turn boosts their motivation and performance. They do this by offering opportunities for growth and development as well as structured feedback. Finally, but just as importantly, while drafting employment contracts, the HR Manager needs to consider the degree of job satisfaction and the welfare of the employees. They must make certain that employment contracts have detailed job descriptions, attractive compensation and benefits, reasonable work schedules and hours, and stringent work safety guidelines. By doing this, the HR Manager fosters an environment at work that promotes worker productivity and wellbeing, which in turn helps the organization reach its overall objectives. HR managers may draft employment contracts that serve the needs of the business and the employees by taking all these variables into account, fostering productive and amicable working relationships.

The human resources manager plays a role in fulfilling the Company's interests and employee needs in making employee employment contracts, this is in line with research conducted by: (Junianto & Sabtohadhi, 2020), (Sugianto, 2018), (Adrian, 2017), (Hafulyon, 2011).

3. The Role of the Human Resources Manager in Employee Development

Effective management of employee development heavily relies on the role of human resources (HR) managers, particularly when considering recruitment performance, training demands, performance management efficacy, work satisfaction, and employee welfare. First, HR managers are in charge of determining the needs of the firm and drawing in applicants that meet the ideal profile in terms of recruitment performance. This includes the process of choosing and assigning the best workers to the positions that best suit the demands of the business. HR managers are also responsible for making sure that the hiring process is inclusive and diverse, and that it is conducted in a fair and transparent manner. Second, HR directors need to carefully control the degree of training requirements. They must assess the training needs of their staff in light of both individual and corporate growth objectives. This entails determining the competencies needed to meet organizational goals and making sure the provided training courses are applicable and efficient. HR managers also need to consider the

budget and available resources, as well as striking a balance between the needs of the organization and those of the individual.

Moreover, HR managers are responsible for guaranteeing the efficiency of performance management within the company. They are in charge of creating and putting into place a transparent and equitable procedure for evaluating employee performance and giving workers helpful criticism. This aids in determining an employee's areas of strength and growth and in organizing the required remedial activities. In order to motivate staff members and recognize excellent work, HR managers must also make sure that reward and recognition programs are constantly executed. HR managers also place a high priority on employee welfare and job happiness. They must recognize the elements that affect workers' job satisfaction and general well-being and take steps to enhance them. This may entail offering a positive work atmosphere, wellness initiatives for staff members, and work-life balance guidelines. In addition, HR managers need to be aware of and take action against problems including work imbalance, burnout, and job stress.

HR managers need to concentrate on improving soft skills, or interpersonal and communication qualities, in the context of employee development. They have to create and carry out development plans that let staff members advance their abilities via instruction, one-on-one coaching, or independent study. Along with encouraging active participation in training and development initiatives, HR managers also need to foster a culture that fosters employee growth and development. HR managers are also in charge of enhancing individual performance by giving the required resources and assistance. Together with staff members, they must determine goals for professional and personal growth and devise a plan of action to reach them. In addition to making ensuring that workers have access to training and development that suits their requirements, HR managers also have a responsibility to offer constructive and continuous feedback.

As a result, HR managers play a critical role in effectively managing employee growth. They must guarantee that procedures for hiring, training, performance management, and employee welfare are carried out successfully and efficiently and that they support the organization's overall expansion and success. HR managers may help create a work climate that fosters employee growth and development by taking a proactive and focused approach.

Human resources managers play a role in employee development, this is in line with research conducted by: (Susanto, 2022), (Susanto, Sawitri, et al., 2023), (Sawitri et al., 2023).

Conceptual Framework

Based on the problem formulation, relevant previous research and the results and discussion of the research above, including:



Figure 1. Conceptual Framework

Based on Figure 1 above, the human resources manager functions in creating employee work contracts and employee development. Apart from the independent variables above which influence the dependent variable (making employee work contracts and employee development), among others:

- 1) Work Motivation: (Suciningrum et al., 2021), (Mahaputra & Saputra, 2021), (Citra & Fahmi, 2019), (Susanto, Syailendra, et al., 2023), (Susanto, Setiawan, et al., 2024), (Sawitri et al., 2019), (Zahara et al., 2023), (Zulasman & Zahara, 2023).
- 2) Knowledge: (Putri Primawanti & Ali, 2022), (Maharani & Saputra, 2021), (Prayetno & Ali, 2020), (Susanto, Sawitri, et al., 2024).
- 3) Education: (Hermawan & Arifin, 2021), (Widjanarko et al., 2022), (Haitao, 2021), (Susanto & Sawitri, 2022).

CONCLUSION

Based on the background of the problem, problem formulation, previous research, results and discussion above, the following research conclusions are obtained:

1. The human resources manager plays a role in creating employee employment contracts.
2. The human resources manager plays a role in meeting the needs of the Company and employees in making employee work contracts.
3. The human resources manager plays a role in employee development.

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