

Building The Concept Of Strengthening Middle Managers Through Managerial Skills Program(Strengthening The Organization Through Strengthening Middle Management)

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Abstract

Strategy Human Resource development at the level of middle management important companies in the era disrupts this. The development of human resources in the middle-management level is performed to form a personal quality skills, ability to work, and loyalty in the company. Strategy human resource development at the level of middle management can be done with many ways to develop it. Some of the strategies that can be learned by companies in developing and find the human resources in the middle-management level needed one of them through a training program that is hard-wired. Training is carried out by developing individual in the form of increased skills, knowledge and attitude. Training is not only useful for employees, but also the company. In order to improve managerial ability, especially on the line of middle management in the company in need of improvement and continuous human resource development in order to create synergy and teamwork company. That the development and competition of the current human resources to be a major factor in the success in winning the competition. The ability and capacity of middle management will be different from one company to another. The critical point of the growth of the company existing on the capacity and capability of middle management. Thus, the need training programs applicable and integrated for the development of human resources in the middle-management level that exists as one of the main assets to a company that everlasting growth. This Program must be supported by all parties corporate executives for the achievement of the vision, mission and goals of the organization. Human resource development at the level of middle management is done through training to improve the ability of the performance of the personal there. The form of the development of human resources in the middle-management level can be done in formal or non-formal for their careers. Every human resources at the level of middle management need training to overcome various problems in their work by teaching steps and the right way.

Keywords : *Development, human resources, middle management*

I. INTRODUCTION

Managerial competencies is defined as a specific type of individual competencies, namely activity, knowledge, skill or attitude and also the personal characteristics that are required to improve the performance management Martina et al (2012). Define managerial competencies as “a characteristic that is causally related to the performance of effective and / or superior”. The effectiveness of the performance is the achievement of specific results (outcomes) required in the work through the specific actions that are consistent with the policies, procedures, and environmental conditions organizations Boyatzis (1982). Managerial competencies can be called also with the competence of a role, because the competence of the role is only relevant for employees who hold managerial positions. The competence of the role categorized into competence-related activities, people, resources, and information. “The competence of the role contribute to the competency model take and use (plug and play) because it does not have a significant difference in the organization” Palan (2007). Such a view is in line with what was stated Spencer & Spencer (1993) that “managerial competencies is a special part of the impact and influence, expressing the intention to have the influence of certain specific”.

The purpose of that specific (to develop others, lead others, and improve team work and cooperation) is important especially for managers (of things. 54). This is then further developed by Spencer & Spencer (1993) in the generic competency model for managers, because the competence that is so common among managers. Competence consists of the competence of the impact and influence, encouragement of achievement, collaboration, analytical thinking, initiative, developing others, believe in themselves, understand others. Briefing/firmness, information search, team leadership, think of the conceptual awareness of the organization and build relationships, and competence in specific knowledge. Mid-level management are at the middle of the middle of the hierarchy of management in a company. Management is selected by the

top management and middle management is responsible for the implementation of the plan that had been determined by the top management. Different with the top managers, middle managers tend to work rely on the ability of the managerial and technical matters. Mid-level management oversees and directs the activities of subordinate under it. Management at this level is responsible for the activities carried out by the management levels of the lower and sometimes even against some employees of the operation. Examples of tasks and the role of mid-level management as follows :

1. Run the command, the policy, the plan has been prepared by the top management
2. Give advice or recommendations to the top management
3. Coordinate all activities of all departments
4. Communicate with top management and the management of the lower level position
5. Prepare short-term plans, generally compiled only for 1 up to 5 years
6. Have limited responsibility and authority because middle management is the intermediate management peaks with lower management.
7. Is directly responsible to the board of directors and the CEO of the company

The purpose of the training program managerial skills

The results showed that there are eight managerial competencies are more dominant for middle managers, i.e., competence analytical thinking, develop others, the impact and influence, team leadership, specific knowledge, teamwork, encouragement of achievement, and competence to think conceptually. Nevertheless, there are three key competencies for middle managers that can affect the quality of their performance, namely the competence of the develop of others, impact and influence, as well as the competence of the leadership team. The purpose of the training program is to ;

1. Setting up the mindset of the foundation for middle management to be ready and continue to grow.
2. Help any middle management to think more widely, critically and strategically.
3. Improve the ability of middle management in understanding the work flow, work process in the organization so that it can take actions and decisions as appropriate.
4. Develop Systematization of middle management directly in the planning, control and continuous improvement
5. Sharpening the quality of middle management to have the ability to estimate the implementation, results and risks of the decision taken.
6. Improve the ability of the middle-management in learning how to use the various management Analysis tools in a practical and brief in support of his work.
7. Equipping of the middle management with communication skills which is very persuasive and effective in carrying out their duties.
8. Improve the ability of the technique effective for middle management in managing conflict in a practical manner.
9. The ability of middle management in the map the competencies of team work and competence in strategy development work team
10. Develop the ability of coaching, to help overcome the problem and improve the performance of the members, accompanied by the techniques of effective communication
11. Develop a scheme problem solving middle management in a systematic and ability to analyze and take decisions
12. Equipping of the middle management with the ability to Project the Implementation of Middle Management
13. Equipping of the middle management with the ability to project competency mapping, the mapping of the communication strategy and plans of work, improvement plan and the plan of improving the quality of work and team work in the work of middle management.

Enviromental Analysis

The identification and development of managerial competencies is an important tool in the management of human resources to achieve the strategic goals of the organization. The competence of the help system TBSP to focus on the development of employee behavior, and the quality of work that supports

the mission, values and strategic objectives (Dubois & Rothwell, 2004). “The dynamics of development and change at this time, give attention to the personality and competence of manager as a source of important in achieving competitive advantage” Martina, Hana, & Santos (2012). In addition, Indonesia also faced with the challenge of deficiency of middle managers, because in 2020, Indonesia is expected to experience the gap between the need and availability of middle managers both in quality and quantity by 40 to 60 percent Tong & Waltermann (2013). Managers at the level of middle management is the person who was instrumental in mobilizing resources to achieve the targets and business goals that have been defined at the strategic level. Managers at this level is the executor that is directly associated with the consumer and the allocator resources owned by the company. So the “middle management has an important role in creating and maintaining an effective management system” Drucker (1980). So with that, into something that is crucial, especially for a company to become a market leader. The environment that has been growing with many changes in both technology to change the trend of the community to make the role of middle management is very central in improving the competitiveness of the company.

II. THE NEEDS OF THE MANAGERIAL COMPETENCIES

Managerial competencies are contextual, not least in understanding the managerial competencies, there are four pillars of competence, namely the understanding of the organization, to lead and manage people, manage resources, and communicate effectively Krajcovicova, Caganova, & Cambal (2012). Based on the managerial competencies are classified in 5 main pillars:

- 1) Technical Skill.
- 2) Conceptual Skill.
- 3) Interpersonal and Communication Skills.
- 4) Decision-Making Skills.
- 5) Diagnostic and Analytical Skills.

Middle management has a great potential in the effort to bridge the strategic importance and the implementation of the operations to achieve company goals. Some important things are :

1. Communicate the strategic policies in the form of vision and mission the purpose of the organization to the members of his team in a sustainable manner.
2. As the tip of the spear in creating and building the organizational changes varying environmental industry there.
3. Transfer the strategic application of the corporation to the team at once implementation
4. Speed up the process of change both internally and externally in accordance with the corporate strategy.
5. Improve the quality of existing stakeholders

The new competency associated with the condition milineal current must be part of the program of development of human resource capacity and capability at the level of middle management some important things are :

- 1) Conceptual skills, The ability to build and realize the ideas into the concept that there is.
- 2) Human skills, Interpersonal skills to get a lot of opportunities and new opportunities
- 3) Technical skills or hard skills, The ability to complete a variety of website development which became the responsibility
- 4) Decision Skills , Ability to provide solutions to the challenges faced in the best decision for the Organization
- 5) Design Skills, The ability to see the potential and opportunities of the various sides and be right the progress of the organization

III. CONCLUSION

Build a career in the world of work up to the highest level, of this process requires the ability managerial skill, Competency must continue to hone and developed in accordance with the adaptation to the change of the world today because of career success is measured not only by the personal contribution, but

also by how well made the job is completed with and through other people Training that was developed by company specialized Management Skills for Middle Management will improve the qualification of the personal with the exercise of skill that must be owned by every new manager in order to achieve synergy and success of the team. Start with participating in the exercise-exercise that shows strength and reveal opportunities for improvement capacity and capability of career in the future. Through interactive activities will take steps motivation management performance increased to the maximum.

Training scheme in the era of the world of work can be done with blended learning : face-to-face and e-learning will impact the ease, speed feedback, the convenience and accuracy of the evaluation of the material towards the achievement of the desired results in. Companies have to adapt the information technology that is easy and provides maximum results for improving the quality of human resources in the future. This training combines the skill of the present with the functions of management and roles of management in the structure of which has been adapted to the needs of the structure and the environmental adaptability of the industry at this time.

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