CHAPTER III

THE DESCRIPTION OF THE ACTIVITIES

3.1 Job Position and Coordination

In job training process in PT. INTI, the writer was placed and asked to do some works. The writer also had coordination with some employees there.

3.1.1 Job Position

The writer was placed in Human Resource Department as a translator. The manager of Human Resource Department asked the writer to do some works which are related to translation of HR challenge texts in "Strategic Human Resource Management" book by Anthony Perrewe Kacmar and asked the writer to give the presentation about the translation results.

3.1.2 Coordination

In working process, the writer had coordination with the employees in Human Resource Department such as:

1. Mr. Akhmad Djaelani
    a. Job Position : The manager of Quality Human Resource Management
    b. Job Authority : Managing the Human Resource Department employees

c. Responsibility : guiding and helping the writer to do some works

2. Mr. Agus Kurniawan

a. Job Position : Assistant of Manager Human Resource Department Division

b. Job Authority : Welcoming the students who purpose to be a member of job training

c. Responsibility : Giving the direction for the students who will be the candidate of job training members.

3.2 Responsibilities

In job training process, the writer did some works which are related to translation process: first, the writer scanned the texts. After that, the writer edited them into the correct sentences. Next, the writer started to translate them. After the writer finished, the writer moved the translation results to the table and divided them into two kinds of source (source language and target language). After all translation results had been collected, the writer explained and described them in presentation process at the ending of job training.

3.3 Understanding the Words through Word Formations Process in the Texts of Human Resource Challenge

3.3.1 Explanation

There are many words and terms which are formed by word formation. They are always found in every kind of text especially in texts which are related to Human Resource. Word Formation is the creation of new word. These are some kinds of word formation processes:

1. Coinage : the process of inventing new words

   For Example : Kodak, Exxon (brand names)

   Jell-O, Vaseline, Nylon (product name)

2. Borrowing : the act of taking words from other languages to use as English words

   For example : balcony (from Italian)

   balloon (French)

   shampoo (Hindi)

3. Affixation : the process of combining bound affixes with free morphemes to form new words

   For example : un- + real = unreal

   bore + -dom = boredom

   establish + -ment = establishment

4. Compounding : the process which forms new words not from bound affixes but from two or more independent words

   For example : text + book = textbook

   sleep + walk = sleepwalk

   noble + man = nobleman

5. Back Information : the removal of an affix from an existing word to form a new word

   For example : editor → edit

   television → televise

   hawker → hawk

6. Blending : the process of forming a new word by fusing two words together, usually the first part of one word with the last part of the other word

   For example : brunch = breakfast + lunch

   heliport = helicopter + airport

   broasted = broiling + roasted

7. Clipping : the process of forming a new word by shortening a longer word

   For example : ad(vertisement) → ad

   (in)flu(enza) → flu

   bic(ycle) → bike

   hu(s)b(and) → hubby

8. Acronym : a word by taking the initial sounds or letters of the words of a phrase and uniting them into a combination which is itself pronounceable as separate word

   For example : Central Intelligence Agency → CIA

   Associated of South East Asian Nations →ASEAN

9. Eponym : a word which derives from a proper name of an individual or a place.

   For example : Jeans : derived from the port city og Genoa, Italy, where the fabric from which they are made was first manufactured

   Jumbo : a name of elephant in United States.

3.3.2 Problems and Solution

When the writer tries to translate a text, sometimes the writer is confused by some words. The writer does not know the meaning and the category of the word even the meaning of the sentence in a text. Miss understanding of a word causes miss understanding of a sentence because a word holds the important role in the text. There are some problems which appear in translating Human Resource text:

1. Understanding the word or phrase which relates to Human Resource Department terms
2. Determining the category of the word or phrase in a sentence
3. Knowing the use of the word or phrase in a text

Every problem can be solved through word formation process. The texts below are the data which were analyzed by word formation process.

Analysis and Solution

First Data:

Human Resources at America's Most Admired Companies

Every year Fortune Magazine asks experts in various fields to rate businesses to determine which are most admired. The categories on which they are judged are quality of management, quality of products or services, innovativeness, long-term investment values, financial soundness, and the ability to attract, develop, and keep talented people.

From 1986 to 1992, Merck, a pharmaceutical giant, won top honors. Interestingly enough, much of the success of the firm can be traced back to the human resource functions. For example, promotions and salaries for senior managers at Merck are based on how many people that person recruited and trained. Merck emphasizes the basic human resource functions of finding the best person, getting that person into the right job, and providing him or her with the skills and tools needed to succeed. These functions are just as important to the company as are the functions of the researchers who develop new chemicals for the firm to sell.

Merck works hard to preserve its reputation. The **CEO**, Roy Vagelos, visits six to eight college campuses each year. During these visits, he talks with both the medical

schools and the business schools about new drugs and the wonderful opportunities at Merck. These talks do not go unnoticed. Over the past several years, Merck has been able to lure top scientific talent away from the faculties of Harvard, MIT, and Yale. Once hired, these researchers are provided with plenty of reasons to stay at Merck. Research and development money is made available to Merck's scientists in large amounts. In 1991, approximately 12 percent of sales (about $1 billion) was funneled back into the labs. In return for this treatment, the researchers are asked to keep the marketable drugs coming. And they do. Merck has found that its key to being number one is in the way it recruits, trains, develops, and supports its human resources. If it can keep its employees happy, it can maintain its reputation. If it can maintain its reputation, it will continue to be rated the number one corporation in America.

SOURCE: Adapted from Kate Ballen, "America's Most Admired Companies," Fortune. February 10, 1992, pp. 40-72; and Susan Caminiti, "The Payoff from a Good Reputation," Fortune, February 10, 1992,pp. 73-77.

The **CEO**, Roy Vagelos, visits six to eight college campuses each year.

- The process of understanding the word by word formation :

  CEO is formed by Acronym process. The acronyms of CEO are:

  1. Chief Executive Officer (it is used for determining the job position of someone)
  2. Chief Electoral Officer (it is used for election events in Canada)

3. Celestial Ephemeris Origin (it is used for astronomy terms)
4. Crew Earth Observations (it is used for Geographical terms)

In this case, the correct acronym of CEO is Chief Executive Officer because the text tells about a company and Chief Executive Officer is a major chief in a company.

- The category of a word in the sentence :

  CEO is open class (noun) because in this sentence CEO is a subject.

- The use of the word in the text :

  CEO is a term which is used in every Human Resource text which relates to a company or an organization.

Second Data:

Early Job Specialization and Mechanization-A Thing of the Past

As the United States began to evolve into a more industrialized nation, many organizations began to increase in size and complexity. To manage this complexity, organizations began to specialize by breaking the components of the job down into smaller segments and adopting scientific management principles. The use of specialization and mechanization (the use of machines to perform work) also made it easier to manage the influx of immigrant workers; Many of the immigrant workers had poor communications skills in terms of the English language. and they performed best on jobs that were designed to be performed in a more simple and repetitive manner. This emphasis on specialization led to the

development of many highly automated assembly lines and, consequently, created many repetitive and boring jobs.

Job specialization and mechanization may be a thing of the past, however. According to some experts. Many organizations are well along the path toward being "**dejobbed**." The argument is that the job is an artificial structure and we are losing the need to package work in that way. Today's organizations are rapidly being transformed from a structure composed of specific jobs into a field of more general "work" needing to be completed. According to William Bridges, "When the work that needs doing changes constantly, we cannot afford the flexibility that the job brings with it."

Organizations need employees who can work well without the cue system of job descriptions. Complex hierarchies are out and the flattened organizational hierarchy is preferred. Employees and contractors must understand the organization's strategy far better than they do today. The dejobbed worker needs to be much more aware of the organization's vision and values than the job-based worker. Most of today's middle managers will disappear, many returning to "real work," according to William Bridges. Managers will be of two general types: process managers and employee coaches. Process managers will oversee a reengineered process such as product development. Their skills will need to be more performance based. Employee coaches will support and nurture employees, similar to what senior managers do in business today. Bridges recommends getting rid of jobs and

redesigning the organization to get the best out of a dejobbed worker. He argues that this challenge will separate the survivors from the extinct.

SOURCES: Adapted from William Bridges. "The End of the Job:' Fortune. September 19. 1994. pp. 62-74: T. Kochan. H.

Katz. and R. McKersie. The Transformation of America Industrial Relations (New York: Basic Books. 1986): and P. Taft. "Organized Labor and Technical Change: A Backward Look:' in Adjusting to Technological Change. G. Somers. E. Cushman.

and N. Weignberg. ed. (New York: Harper & Row. 1963).

Many organizations are well along the path toward being "**dejobbed**."

- The process of understanding the word by word formation :

  Dejobbed is formed by affixation:

  de- + job + -ed = dejobbed

  (de-) is a prefix because it is a bound morpheme which occurs before other morphemes.

  de- = not, no

  (-ed) is a suffix because it is a bound morpheme which occurs after other morpheme. It is verb suffix because it makes the other morphemes become verb.

Hard for us to find the meaning of "dejobbed" in some dictionaries but we can use affixation process to understand the meaning. So in this case dejobbed is a losing work condition.

- The category of a word in the sentence :

  Bridges recommends getting rid of jobs and redesigning the organization to get the best out of a ***dejobbed*** *worker*.

  Dejobbed is sopen class (adjective). It is word that describes noun (worker) in this sentence.

- The use of the word in the text :

  In the company or some texts of Human Resource, the term "dejobbed" is usually used to describe a losing work or job condition for the employee.

Third Data:

Sixtysomething

Much of America is mentally trapped in **stereotyping** people over 60 years old as being worn out, having slow minds, and longing for retirement. Despite the fact that federal laws are against mandatory retirement, our culture seems to push employees toward leaving organizations early. In 1950 about half of all men at the age of 65 were still working; today only 15 percent still work and the median retirement age has dropped to 61.

A recent survey by the American Association of Retired Persons (AARP) shows that as many as 40 percent of retired people would prefer to return to the workforce.

America is facing an era of labor shortages. With the number of 18- to 44-year-olds expected to drop by 1.6 million over the next decade, the country will need its older workers as never before. Progressive corporations are already moving in these directions. One-third of the reservations staff at Days Inn is considered "older workers." McDonald's actively recruits older employees, offering them flexible working hours and training them in a "McMasters" program. Sears, Roebuck, and Co. has expanded its part-time staff, relying primarily on older workers. Finally, Polaroid (among other companies) offers "retirement rehearsals," allowing its employees to try out a short-term leave before retirement; if the change is too dramatic and the employee is unhappy, the job is still there.

Public leaders are needed to help spread the practice of utilizing older workers. Warren Buffett has built an investment empire by paying close attention to both his companies and employees. When asked about leaving a woman in charge of one of his companies after her 94th birthday, he said, "She is clearly gathering speed and may well reach her full potential in another 5 or 10 years.

Therefore, I've persuaded the Board to scrap our mandatory-retirement-at-IOO policy. . . My God, good managers are so scarce I can't afford the luxury of letting them go just because they've added a year to their age."

SOURCE: Adapted from David R. Gergen, "Sixtysomething," V.s. News & World Report, April 16, 1990.

Much of America is mentally trapped in **stereotyping** people over 60 years old as being worn out, having slow minds, and longing for retirement.

- The process of understanding the word by word formation :

  Stereotyping is formed by stereotype + ing :

  Stereotype is formed by compounding process:

  Stereo (noun) + type (noun) ⟶ stereotype (noun)

  Stereotyping its self is formed by affixation process:

  " –ing" = adjective suffix, it makes free morpheme becomes adjective class.

  So, in this case stereotyping is stabile conditions without any development.

- The category of a word in the sentence :

  Much of America is mentally trapped in **stereotyping** people over 60 years old as being worn out, having slow minds, and longing for retirement.

  Stereotyping is open class (adjective). It is word that describes noun (people) in this sentence.

- The use of the word in the text:

  In the company, the word “stereotyping” is used for the employee who will not develop in her or his performance

Forth Data:

Career Paths Help Keep Training and Development on Track

As the abundance of **baby boomers** continues to clog corporate ladders, organizations are making changes. Many firms have implemented dual-career tracks to allow more individuals to climb up the corporate ladder. Generally, one ladder is the management track and the other is a professional track. By installing two tracks, organizations hope to change the idea that moving into management is the only way to "make it to the top." To develop these dual-career paths, one firm, British Petroleum Exploration (BPX), assigned teams to develop two truly comparable tracks in terms of responsibility, rewards, and influence for management and for individual contributors. Current paths were scrapped and the teams began developing things as they should be done, not as they were currently done. The result was a dual-career track that employees could jump between and progress up as BPX's needs, abilities, and interests changed.

Many other firms, such as ITT, IBM, and NCR, have similar programs.The benefits of these types of programs are evident. However, there are potential costs as well. For example, even though the ladders are designed to let employees move from one to the other, at some point this becomes impossible. This is especially true for

managers who have been away from the technical aspects of the job so long that their skills are obsolete.

Also, the organization's compensation costs can increase as employees begin to climb their chosen ladders. Further, organizational costs for implementing and monitoring the system can also be quite high.

However these new career paths are enacted, the human resource unit will have the major responsibility for them. Making sure that all of the human resource professionals understand the process can make the transition period and subsequent operations of the dual tracks much easier.

SOURCE: Adapted from Robert Goddard, "Lateral Moves Enhance Careers," HRMagazine, December 1990, pp. 69-74;

James McElwain, "Succession Plans Designed to Manage Change," HRMagazine, February 1991, pp. 67-71; and Milan Moravec and Robert Tucker, "Transforming Organizations for Good," HRMagazine, October 1991, pp. 74-76.

As the abundance of **baby boomers** continues to clog corporate ladders, organizations are making changes.

- The process of understanding the phrase by word formation :

  Baby boomers is formed by Baby boom + -er + -s

  a. Baby boom is formed by compounding process:

  Baby (noun) + boom (noun) ⟶ baby boom (noun)

b. Baby boomer is formed by affixation process:

-er = suffix. This suffix makes free morpheme becomes an actor (the person who act an activity)

c. Baby boomers is formed by reduplication process:

-s = reduplicates free morphemes to be more than one

So, in this case "baby boomers" is people who were born during the demographic Post- World War II.

- The category of the phrase in the sentence:

As the abundance of **baby boomers** continues to clog corporate ladders, organizations are making changes.

Baby boomers in open class (noun). It can be described by adjective.

- The use of the phrase in the text :

The phrase "baby boomers" is always used in a cultural context, and sometimes used to describe someone who was born during the post-WWII baby boom. The company uses this term to describe about the large number of people who want to work.

Fifth data:

Computerizing Performance Feedback

Giving **feedback** is never easy. Individuals do not want either to give or to receive negative feedback. Therefore, constructive criticism may come across as an attempt to undermine one's self-esteem instead of the way it was intended. One way to overcome this problem is to use a computer to provide feedback. Because computers are viewed as analytic and not personal, the feedback may be more readily accepted.

One such system is Acumen's WorkStyles. It asks a person to rate himself or herself on 176 questions on a scale ranging from "extremely so" to "not at all." After the input procedure, which usually takes between 15 and 30 minutes, the software analyzes the individual's work style on 12 different assessment scales that encompass three orientations: satisfaction, people, or task. The individualized feedback provides a complete picture of how individuals perceive themselves. Also, individuals can use the system any time to better understand how they are doing. The system also can be used to plot one's improvements and to make one more self-aware. One of its best features is that negative feedback is presented in a positive way and, therefore, is more likely to be accepted.

Another computerized feedback system is called TEAMS 360 Degree Feedback. The software is designed to help evaluators collect performance evaluation data from multiple sources such as supervisors, colleagues, direct reports, and customers to provide an all-inclusive view of an individual's behavior. The program also can be

used to plot the performance of a group, department, division, or company. Because a variety of raters is used, a "trimmed mean" approach is calculated. In essence, the highest and lowest scores are deleted to provide a more accurate rating of the individual. Another advantage of this system is that the review can be tied directly to the job description of the persori being evaluated, thus customizing the review process. With the current emphasis on team environments, the use of multiple raters may become commonplace in the workplace in just a few years. Software such as this package should make changes in the evaluation process easier for organizations.

SOURCE: Adapted from Charlene O'Brien, "Assessment Tool Makes Giving Feedback Easier," HRMagazine. May 1994, pp.

99-103; and Debra J. Cohen, "Teams 360 Degree Feedback Offers Varied Ways to Create Feedback Surveys." HRMagazine.

November 1993. pp. 32-38.

Giving **feedback** is never easy. Individuals do not want either to give or to receive negative feedback.

- The process of understanding the word by word formation :

  “feedback” is formed by borrowing process :

  Feedback is taken from English. In bahasa Indonesia feedback is “umpan balik”. But some companies in Indonesia use word “feedback” in each text.

So if we want to translate this word don't change it into bahasa Indonesia because Indonesia borrows this word and use it in each text.

- The category of the word in the sentence:

Giving **feedback** is never easy.

"feedback" is open class (noun). In this sentence, the position is after noun as subject (giving).

- The use of the word in the text :

"feedback" term is always used in economy and organization and computerizing contexts.

Sixth data:

Keeping the Competitive Edge

James McElwain is vice-president for personnel resources and education for NCR and the winner of the 1989 American Society of Personnel Administrators Award of Professional Excellence for Human Resource Management. McElwain argues that "NCR is in a highly competitive industry. We need to keep a competitive edge and I believe that people differences give us that competitive edge. Having top people and productive people working for NCR is an advantage.

We have to seek a competitive advantage in the people we hire.

" One of the programs at NCR, called project 6K, is designed to improve the way that NCR hires new employees. The goal is to use standardized procedures to recruit the

best college students for entry-level positions. Project 6K has a numerical system for colleges and universities. Schools are given a rating between one (the highest rating) and four (the lowest rating). In the number one category, students with a grade point average of 3.2 or higher are selected. At a school ranked in the number four category, only students with grade point averages of 3.4 or higher are considered. McElwain is quick to point out that even schools rated number four are still very good schools.

The jobs available at NCR are generally **entry-level** positions. As jobs become open, NCR promotes from within. McElwain emphasizes that NCR's Project 6K strategy is to hire the very best entry-level employees, retain them, and promote from within.

SOURCE: Adapted from B. Leonard, "High-Winning Game Plan," Personnel Administrator, September 1989, pp. 58--62.

The jobs available at NCR are generally **entry-level** positions.

- The process of understanding the word by word formation :

  "entry-level" is formed by compounding process:

  Entry(noun) + level(noun) ⟶ entry-level (noun)

  Entry : the act or an instance of entering; entrance

  Level : Relative position or rank on a scale

So, in this case "entry-level" is the most elementary level in a career structure.

- The category of the word in the sentence:

The jobs available at NCR are generally **entry-level** positions.

Entry-level is open class (noun) and its position after adverb (generally).

- The use of the word in the text :

  Entry-level is used in Business / Industrial Relations & HR Terms of a job worker and it is also used in Business / Commerce of a product.

Seventh data:

A Matter of Degree

When members of a New Mexico jury learned they had been summoned to determine whether a woman who ordered hot coffee at McDonald's drive-through should be compensated for the burns she received when it spilled as she was putting cream and sugar in it as she held it between her leg while driving, they were incredulous. It seemed that McDonald had an open-and-shut-case.

According to opinion polls and radio talk show callers, the public fell the same way when the jury awarded the woman nearly $3.000.000, finding that McDonald's had served "defective" coffee. The defect? The coffee was too hot and customers should have been warned about the possibility of serious burns. In a seven-day trial, the jury learned (and saw photograph) of the 81-year-old plaintiff's extensive burn-related injuries. It was not sympathy alone, however, that apparently motivated the jury. The jury felt that $160.000 ($200.000 reduced by 20 percent to reflect the degree of fault attributable to the plaintiff for causing her own injuries) was sufficient to compensate her. An additional $2.700.000 was awarded as punitive damage to punish the

defendant for intentional, reckless, wanton, or malicious conduct.

It was found that McDonald's coffee (at about 180 degrees) was 20 to 40 degrees hotter than that ot most of its competitors in the Albuquerque area. Indeed, McDonald's marketing research showed that its customers preferred its coffee precisely because it was so steaming hot. The company's operations and training manual mandated that coffee be brewed at 195 to 205 degrees and held at 180 to 190 degrees for optimum aroma and taste.

So how could a jury find the coffee to be "defective"'! In the first place, McDonald's own witnesses acknowledged that the company was aware of previous instances in which customers had been seriously burned by its coffee. However, the company decided against either turning the temperature down or warning customers and took the position that hot coffee burns were statistically insignificant, given that the company sells billions of cups of coffee each year.

Moreover, the company failed to consult burn experts. Had such experts been consulted, McDonald's would likely have learned, as the jury heard from the plaintiff's expert witness, that coffee held at 160 degrees would take about 20 seconds to cause third-degrees burns: at 180 degrees, it would take 12 to 15 seconds, and at 190 degrees, less than 3 seconds. To the Jurors, the company seemed callous and uncaring, and so it punished the corporation by awarding the plaintiff a sum equal to about two days of its companywide coffee sales (about $1,35 million a day).

The lesson for employers? Recognize that some situations and activities in the

workplace may be as safe as possible and yet still present risk of harm to employees. In such "unavoidably unsafe" circumstances, a failure to warn of possible dangers may be sufficient to result in liability. Even misuse or carelessness by an employee may result in liability if a sympathetic judge or jury believes that the employer should have foreseen the misuse and warned employees specifically about it.

SOURCE: A Gerlin, .. A Matter of Degree: How a Jury Decided that a Coffee Spill Is Worth $2.9 Million," The Wall Street Journal, September I,] 991, p.A I.

To the Jurors, the company seemed callous and uncaring, and so it punished the corporation by awarding the plaintiff a sum equal to about two days of its **companywide** coffee sales (about $1,35 million a day).

- The process of understanding the word by word formation :

  "companywide" is formed by compounding process:

  company (noun) + wide(noun) ⟶ companywide(noun)

Company : Any entity engaging in business, such as a proprietorship, partnership, or corporation.

Wide : something big and large or having considerable or great extent from side to side.

In this case we can not translate companywide as a company which has considerable or great extent from side to side because the word “wide” after company means whole. So, companywide is the whole company.

- The category of the word in the sentences :

To the Jurors, the company seemed callous and uncaring, and so it punished the corporation by awarding the plaintiff a sum equal to about two days of its **companywide** coffee sales (about $1,35 million a day).

Companywide is noun (open class) but it also can be adjective because the position is before noun (coffee).

- The use of the word in the text:

  The word “companywide” is usually used to describe a company which has some branches.

Eighth data:

Model Employment Termination Act (META)

The current state of wrongful discharge litigation is more like a lottery than a legal process. Some complainants become rich with awards for damages; others with similar complaints receive nothing. Neither the employers nor the employees benefit from such actions. To correct this problem, the Model Employment Termination Act (META) was introduced.

One reason for the random outcomes in the courts for wrongful discharge cases is the

ever-increasing common law exception being developed on a case-by-case basis as states decide wrongful discharge cases brought on by terminations in employment-at-will situations. The main provision of META supports arbitration instead of court litigation for discharges. The **arbitrator** will be severely limited in the amount of damages that can be awarded, usually to back pay and up to four years of future pay

META also provides a universal definition of just and unjust dismissals that could be used by all states. Just discharges would be those based upon performance problems, economic problems, company relocation, and the like.

META favors the employers for several reasons. First, the threats of large settlements are gone; only back and front pay can be offered. Second, because just cause is clearly defined, there is no fear of a poor interpretation of the situation. Finally, an arbitrator, not the court system, decides the case. This is less costly and frequently quicker.

The employee also receives some benefits. First, all employees must he made aware of the process when terminated. In the past, many suffered in silence hecause they did not know they had any other options. Also, because the termination policy is standardized across states, employees have a clearer idea of why and how the termination process works.

SOURCE: Jeremy Fox and Hugh Hindman. "State to Address Model Termination Law." HRNews, January 1992. pp. 1-.

The **arbitrator** will be severely limited in the amount of damages that can be awarded, usually to back pay and up to four years of future pay.

- The process of understanding the word by word formation :

  “arbitrator” is formed by back formation process:

  Arbitrator (noun) ⟶ arbitrate (verb)

  Arbitrate : to settle or decide

  So arbitrator is a person who decides or settles one case or makes a judgment in dispute. It is the same as arbiter or judge.

The **arbitrator** will be severely limited in the amount of damages that can be awarded, usually to back pay and up to four years of future pay.

- The category of the word in the sentences :

“arbitrator is noun (open class) because its position is after determiner ”the”. It also has a function as a subject in that sentence.

- The use of the word in the text:

  The word “arbitrator” is usually used in the term which relates to a court.