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Implementation of Human Resource Management In Achieving The Vision of Jakarta Women Correctional Institution Class IIA

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Abstract: This research aims to explain the implementation of Human Resource Management (HRM) in achieving the vision of the Jakarta Women Correctional Institution hereinafter referred to as LPP Jakarta, analyze support and hinder factors in the implementation of HRM, solutions used to overcome obstacles. The research method used is a qualitative descriptive approach. Data collection techniques with observation, interviews and documentation. The data analysis technique uses the Miles and Huberman interactive analysis model, namely data reduction, data presentation and drawing conclusions or verification. The results showed that: 1) The implementation of HRM in achieving the institutional vision was carried out through the stages of planning, recruitment, selection and placement, training and development, evaluation, and supervision. 2) The factors that support and hinder the implementation of HRM are well implemented, while discrepancies in planning and realization of the employees, mismatched educational backgrounds with job placement and a long bureaucracy are things that should be solved. 3) The solution to overcome obstacles are the 1st problem is to communicate intensively and continuously with the Jakarta Regional Office, for the 2nd problem is conducting "Internal Mutation" of the available staff by enhanced competence, 3rd the solution is implementing BKO (*Bawah Kendali Operasi*).

Keyword: HRM, Human Resource Management, Achieving the Vision, Internal Mutatuin, BKO

INTRODUCTION

Human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers the activities of Strategic HRM, human capital management, knowledge management, corporate social responsibility, organizational development, resourcing (workforce planning, recruitment and selection and talent management), learning and development, performance and reward management, employee relations, employee well-being and the provision of employee services (Wilkinson et al., 2010).

There are several types of organizations, one of these organizations is the Government.

The Government organization has the purpose of providing services for the community. Human Resources (HR) is an essential asset in an organization that can help the organization achieve its goals. So, organizations must enforce proper and effective human resource management (HRM) to maximize their assets' performance (Panjaitan, 2023).

Human resources (HR) in the context of Government organization is referred to as employees. It consists of 2 (two) categories, namely ASN (*Aparatur Sipil Negara*/Civil Servant) and PPPK (*Pegawai Pemerintah dengan Perjanjian Kerja*/Government Employees with Work Agreements). The Government organization is required to be able to optimize in managing its employees. The success of the government organization depends on the employee's ability to carry out the duties.

Jakarta Women Correctional Institution Class IIA hereinafter referred to as LPP Jakarta is one of the technical implementation units under the Ministry of Law and Human Rights previously, but since October 2024 structurally changed under the Ministry of Immigration and Correction which according to Indonesian Law No. 22 Year 2022, it has the main task and function as a place for fostering prisoners who have the status of prisoners(Dasar et al., 2022).

This institution stands on land owned by the Jakarta Special Region covering an area of 14,945 m2 based on the Jakarta's Governor Decree (which has been updated Number 941 of 2018 dated May 25, 2018) regarding The Lend-Use Agreement of Land and Buildings Located on Jalan Pahlawan Revolusi Number 38 Pondok Bambu Village, Duren Sawit District, East Jakarta to the Ministry of Law and Human Rights which is divided into 2 (two) work units namely Class I Detention Center Pondok Bambu and LPP Jakarta.

LPP Jakarta's vision is "People Should Obtaining Legal Certainty". Meanwhile, the institution's mission are (1). Develop quality laws and regulations, (2). Develop quality legal services, (3). Develop quality law enforcement, (4). Develop respect, fulfillment, and protection of human rights, (5). Develop administrative management services of the Ministry of Law and Human Rights, (6). Develop integrity and professional apparatus of the Ministry of Law and Human Rights.

This study seeks the implementation of human resource management to achieve the vision of the organization which is a very important issue to explore because the success or failure of the organization is influenced by human resource management factors.

Literature Review & Theoretical Framework

The term "Management" is derived from the word "manage," which means "to arrange." According to the definition of management, it encompasses a wide range of activities including planning, organizing, controlling, staffing, leading, motivating, communicating, and decision-making. These activities are performed by any organization to coordinate its diverse resources efficiently, thereby facilitating the creation of products or services (Rizal et al., 2024).

According to Usman (2009) and Henry Fayol (Pryor & Taneja, 2010; Yudha, 2021), the elements of management consist of "7M + 1I," namely as follows :

1. Man (Human) is a resource that is needed to lead employees/subordinates, as well as provide energy and thoughts for the progress and continuity of the company. This concept can also be termed "leadership" or "entrepreneurship." It is a resource that is necessary to lead, motivate employees/subordinates, and provide energy and ideas for the progress and continuity of the institution.
2. Material (Goods): One aspect of production in a company or organization can consist of raw materials, semi-finished materials, or finished goods.
3. Machine: A basic necessity in establishing an organization. Machines in the form of equipment used by an agency or institution.

4. Money, is everything that is used to obtain resources for an organization. Money/capital is divided into two, namely fixed capital in the form of land, buildings, and machinery, and working capital in the form of tools, and receivables.
5. Method (Method): In the context of educational institutions, the pedagogical approach employed by educators plays a pivotal role in facilitating comprehension of the curriculum. The method utilized by educators significantly impacts students' ability to grasp the subject matter.
6. Market (Market): Within the domain of educational institutions, the market functions as a forum for interaction among educators, learners, and relevant stakeholders. This interaction encompasses the exchange of ideas and experiences within the institution's purview.
7. Minute (Time): The measurement of time employed in achieving the vision and mission of an institution, with an emphasis on effectiveness and efficiency.
8. Information. (Kosasih, 2022; Priyono, 2010; Rizal et al., 2024)

Human resource management (HRM) can be defined as a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. A later comprehensive definition was offered by Watson (2010:919) in (Wilkinson et al., 2010): HRM is the managerial utilization of the efforts, knowledge, capabilities and committed behaviors that people contribute to an authoritatively coordinated human enterprise as part of an employment exchange (or more temporary contractual arrangement) to carry out work tasks in a way which enables the enterprise to continue (Saini, 2004).

Human resource management combines various activities related to the management of human resources within an organization. These activities include recruitment, selection, training, and employee development. The goal of human resource management is to achieve, develop, motivate, and maintain a high-performing workplace. This involves planning, hiring, training, and ensuring employee safety. Career planning and development, providing compensation or rewards, and maintaining a safe work environment are crucial components of human resource management. Effective implementation of these functions requires job analysis and objective job assessments. Overall, human resource management plays a vital role in optimizing the performance of employees and the organization as a whole (Cahya et al., 2021).

In human resource management, there are two main groups of functions: managerial function and operational function. **The managerial function** involves the duties and responsibilities of managers which include planning, organizing, directing, and controlling. On the other hand, operational functions encompass the entire process of managing employees, from recruitment and selection to performance appraisal and training. These functions are vital in effectively managing human resources within an organization. **Operational functions** are defined as those that involve all productive elements within an organization. In the context of human resource management, operational functions encompass the following domains such as procurement, development, compensation, integration, maintenance, discipline, and termination (Bondarouk et al., 2018; Latham et al., 2007; Priyono, 2010; Yudha, 2021).

HRM generally includes activities related to: (1) Organizational planning and design; (2) Recruitment, selection, and placement; (3) Training and development; (4) Compensation system; (5) Integration; (6) Maintenance; (7) Appraisal/evaluation; (8) Termination of organizational relationships, and others (Fachrudy Asjari, S.Psi., M.M.;Widiar Onny Kurniawan., SE., 2023; Kharismawan & Hidayati, 2016; R Sudiarditha et al., 2017;

Sandinirwan et al., 2022).

METHOD

Qualitative research is conducted through intense and or prolonged contact with a field or life situation. These situations are typically “banal” or normal ones, reflective of the everyday life of individuals, groups, societies, and organizations (by Miles and Huberman) (Asiva Noor Rachmayani, 2015).

This research uses qualitative methods in data collection, namely observation, interviews and document review. The data analysis technique uses the Miles and Huberman interactive analysis model, namely data reduction, data presentation and drawing conclusions or verification. One approach in qualitative research in this context can be done through in-depth interviews with employees to explore their perceptions. Another qualitative method is observation, where researchers observe employees in the context of the organization. It can provide insights into daily interactions and workplace dynamics.

The research site is LPP Jakarta. This method summarizes various phenomena related to the implementation of human resource management in this institution. The subjects of this research are employees from the highest to the lowest level, while the object of this research is human resource management activities in the institution. Following the problems and objectives of the study, researchers tried to describe how the implementation of human resource management to achieve the vision of the institution.

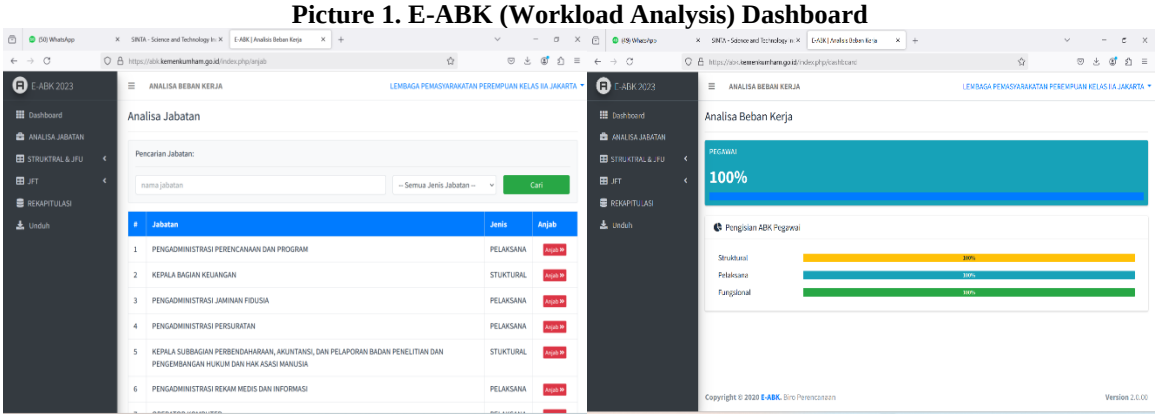
RESULTS AND DISCUSSION

According to Law No. 20 of 2023 about the *Aparatur Sipil Negara (ASN)*, in Article No. 31, it is stated that *ASN* management consists of planning, procurement, strengthening work culture, performance management, talent and career development, competency development, awarding, dismissal (Menteri Sekretaris Negara, 2023). In this case, LPP Jakarta has implemented HRM by the Law. The implementation of HRM in achieving the institution's vision is realized by:

HR Planning (Employees)

Based on field observations, employee planning based on workload analysis has been implemented through the E-ABK platform. Furthermore, in the interview with the Head of LPP Jakarta, it was found that the Managerial Level held a regular meeting to discuss employee planning evaluation at the beginning of each month. The following picture is the E-ABK dashboard:

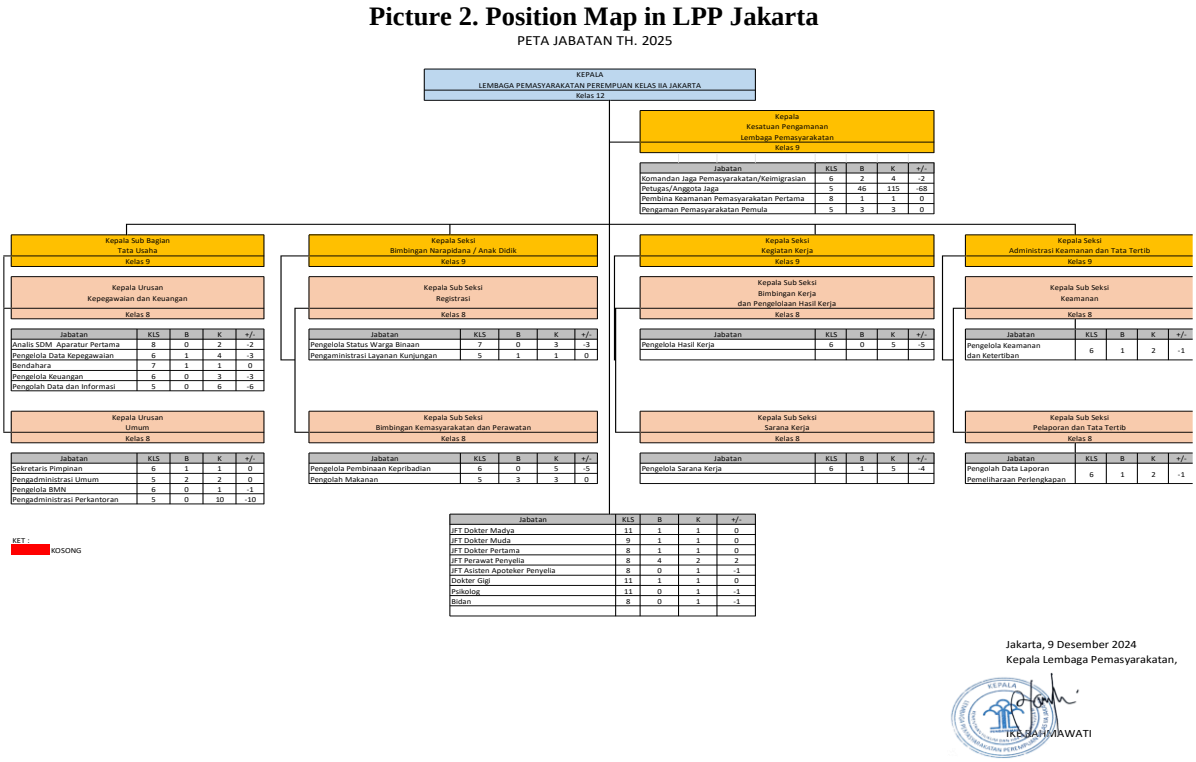
Picture 1. E-ABK (Workload Analysis) Dashboard



Source: https://abk.kemenkumham.go.id/

From the workload analysis, a "*Peta Jabatan*" is made, as attached :

Picture 2. Position Map in LPP Jakarta



Source : LPP Jakarta, *Unit Kepegawaian*, 2024

Recruitment, Selection and Placement

According to interviews conducted with the Head of LPP and his staff, the recruitment, selection and placement process in LPP Jakarta is fully handled by the Jakarta Regional Office, based on submissions from LPP Jakarta. Meanwhile, the management currently uses existing staff or internal mutation to fulfill the vacant positions. Based on the Regulation Ministry of Law and Human Rights No. 8 in 2021 article 1 section 15 stated that *ASN* Career Management is the management of civil servant careers which consists of planning, development, career patterns and succession plan groups obtained from Talent management, to produce civil servants who are professional, have basic values, professional ethics, free from political intervention, clean from the practice of corruption, collusion political intervention, clean from the practice of corruption, collusion, and nepotism (Kemenkumham, 2016).

Training and development

Based on interviews with the HR Department Staff *(kepegawaian)*, it is found that for training and development, mapping has been carried out for employees. This is the following example:

Picture 3. *Maps of Employee Competencies* in Lpp Jakarta

LAPORAN PEMUKTAHIRAN DATA KEPEGAWAIAN
PEGAWAI LEMBAGA PEMASYARAKATAN PEREMPUAN KELAS IIA JAKARTA
TAHUN 2023 DAN LAPORAN HASIL PEMETAAN DATA KEPEGAWAIAN TAHUN 2024 - 2025

No	Jabatan	Pendidikan Terkahir	Pengembangan Kompetensi (berupa diklat, inhouse training, coaching, mentoring selama tahun 2023-2024) (bisa lebih dr 1) (Kecuali diklat Prajabatan)	Kinerja Tahun 2023 (nilai SKP tahun 2023) (diatas ekspektasi, sesuai ekspektasi, dibawah ekspektasi)	Ada atau tidaknya Hukdis tahun 2023	Pelatihan yang diinginkan pada tahun 2024-2025	Peningkatan jenjang pendidikan yang direncanakan pada tahun 2025	Capaian Kinerja yang ditargetkan berdasarkan pola distribusi predikat kinerja pegawai
1	Kepala Lapas Perempuan Kelas IIA Jakarta	S2	1. MOOC Pemasyarakatan Saat Ini 2. MOOC Manajemen Resiko	Diatas ekspektasi	Tidak Ada	DIKLAT PIM 2	S3	Diatas ekspektasi
2	Kepala Kesatuan Pengamanan Lapas	S2	MOOC Penyelenggaraan Pengawasan MOOC Akrab bersama Inspektorat Jenderal MOOC Mengenal BPSDM Hukum dan HAM MOOC Pemasyarakatan Saat Ini MOOC Pelaksanaan Tugas dan Fungsi Pelayanan Tahanan	Sesuai Ekspektasi	Tidak Ada	Diklat Kepemimpinan	S3	Diatas ekspektasi
3	Kepala Seksi Bimbingan Narapidana / Anak Didik	S2	MOOC Pemasyarakatanan Satt ini Mooc Tentang Imigrasi MOOC Reformasi Birokrasi	Sesuai Ekspektasi	Tidak Ada	Diklat Kepemimpinan	S3	Diatas ekspektasi
4	Kepala Seksi Administrasi Keamanan dan Tata Tertib	D3	MOOC Mengenal BPSDM Hukum dan Ham MOOC Pemasyarakatan saat ini MOOC Kegiatan industri di Lapas Produktif MOOC Mekanisme pemindahan Narapidana Dalam Wilayah dan Luar Wilayah MOOC Strategi Penanggulangan Gangguan Kamtib di Lapas/Rutan MOOC Peran dan fungsi Inteligent Pemasyarakatan	Sesuai Ekspektasi	Tidak Ada	Diklat Kepemimpinan	S1	Diatas ekspektasi
5	Kepala Sub Bagian Tata Usaha	S2	MOOC Pemasyarakatan Saat Ini MOOC Penanganan Gangguan Kamtib MOOC Tugas Pokok dan Fungsi Pelayanan Tahanan	Sesuai Ekspektasi	Tidak Ada	Pelatihan Kepemimpinan Administrator	S3	Diatas ekspektasi
6	Kepala Seksi Kegiatan Kerja	S2	MOOC Reformasi Birokrasi MOOC Manajemen Risiko MOOC Penyelenggaraan Pengawasan MOOC Pemasyarakatan Saat Ini	Sesuai Ekspektasi	Tidak Ada	Diklat Kepemimpinan	S3	Diatas ekspektasi
7	Kepala Sub Seksi Bimbingan Kerja dan Pengolahan Hasil Kerja	S1	MOOC Pemasyarakatan Saat Ini MOOC Kemenkumham Akrab bersama Inspektorat Jenderal	Sesuai Ekspektasi	Tidak Ada	Diklat Kepemimpinan	S2	Diatas ekspektasi
8	Kepala Urusan Umum	S1	MOOC Pemasyarakatan Saat Ini MOOC Teori Paten (Ahli Pertama) MOOC Strategi Penanggulangan Gangguan Kamtib di Lapas/Rutan MOOC Kegiatan Industri di Lapas Produktif	Sesuai Ekspektasi	Tidak Ada	Diklat Kepemimpinan	S2	Diatas ekspektasi

Source : LPP Jakarta, *Unit Kepegawaian*, 2024

HR Evaluation

According to Law No. 28 Year 2022 related to Technical Guidelines for Functional Position of Correctional Security, as mentioned in article 1 section 6 and then article 5 section 2 points d and e stated there is a performance assessment of functional position and the assessment is determinate on credit score. This evaluation is done by direct supervisors (KEMENKUMHAM, 2022).

Monitoring and controlling

Law No. 28 Year 2022 related to Technical Guidelines for Functional Position of Correctional Security, as mentioned in article 1 section 7 on *Sasaran Kerja Pegawai*, hereinafter abbreviated as SKP is a performance plan and target to be achieved by a civil servant that must be completed every year. Observed the document taken from Lpp Jakarta herewith the SKP one of the employees:

Picture 4. Employee Performance Targets (SKP) 2023 of Lpp Jakarta Employee

SASARAN KINERJA PEGAWAI
PENDEKATAN HASIL KERJA KUANTITATIF
BAGI PEJABAT PIMPINAN ADMINISTRASI DAN PEJABAT FUNGSIONAL

LEMBAGA PEMASYARAKATAN PEREMPUAN KELAS IIA JAKARTA — PERIODE PENILAIAN: 01 JANUARI SD 31 DESEMBER TAHUN 2023

PEGAWAI YANG DINILAI		PEJABAT PENILAI KINERJA	
NAMA	RIA RIZKI EMALIA	NAMA	ARI BUDININGSIH, A.Md.I.P., S.H., M.Si.
NIP	199507082020122001	NIP	197501221997032001
PANGKAT/GOL RUANG	Pengatur Muda (II/a)	PANGKAT/GOL RUANG	Pembina (IV/a)
JABATAN	JFU PETUGAS / ANGGOTA JAGA	JABATAN	KEPALA KESATUAN PENGAMANAN LAPAS
UNIT KERJA	LEMBAGA PEMASYARAKATAN PEREMPUAN KELAS IIA JAKARTA	UNIT KERJA	LEMBAGA PEMASYARAKATAN PEREMPUAN KELAS IIA JAKARTA

HASIL KERJA

NO	RENCANA HASIL KERJA PIMPINAN YANG DIINTERVENSI	RENCANA HASIL KERJA	ASPEK	INDIKATOR KINERJA INDIVIDU	TARGET
(1)	(2)	(3)	(4)	(5)	(6)
A. KINERJA UTAMA					
1	Terlaksananya penjagaan dan pengawasan terhadap narapidana/anak didik sesuai dengan standar pengamanan	Terlaksananya tugas penjagaan dan pengawasan terhadap aktifitas narapidana diarea pos gerbang halaman, wasrik, P2U, ruang kunjungan, steril area, blok hunian, lingkungan, menara atas, brandgang dalam dan brandgang luar Lapas sesuai dengan standar pengamanan.	Kuantitas	Pelaksanaan pengawasan aktifitas narapidana / anak didik	264 Kegiatan
				Melakukan perhitungan warga binaan dan melaksanakan tugas sesuai dengan pembagian pos jaga	264 Kegiatan
2	Terlaksananya pemeliharaan keamanan dan ketertiban sesuai dengan standar pengamanan	Terlaksananya kegiatan pengontrolan kondisi keamanan dan ketertiban aktifitas narapidana, sarana keamanan, bangunan dan sarana penunjang pengamanan lainnya diarea pos gerbang halaman, wasrik, P2U, ruang kunjungan, steril area, blok hunian, lingkungan, menara atas, brandgang dalam dan brandgang luar Lapas sesuai dengan standar pengamanan.	Kuantitas	Pelaksanaan Kontrol Lapangan	264 Kegiatan
				Buku Laporan Pelaksanaan Kegiatan	4 Buku
3	Terlaksananya penerimaan, penempatan dan pengeluaran narapidana/anak didik sesuai dengan standar pengamanan	Terlaksananya penerimaan narapidana baru dan terlaksananya pengawalan aktifitas narapidana diarea pos gerbang halaman, wasrik, P2U, ruang kunjungan, steril area, blok hunian, lingkungan,	Kuantitas	Pelaksanaan Penerimaan Narapidana / Anak Didik baru, Penempatan warga binaan serta pengawalan terhadap aktifitas narapidana	30 Kegiatan

Source: LPP Jakarta, *Unit Kepegawaian*, 2024

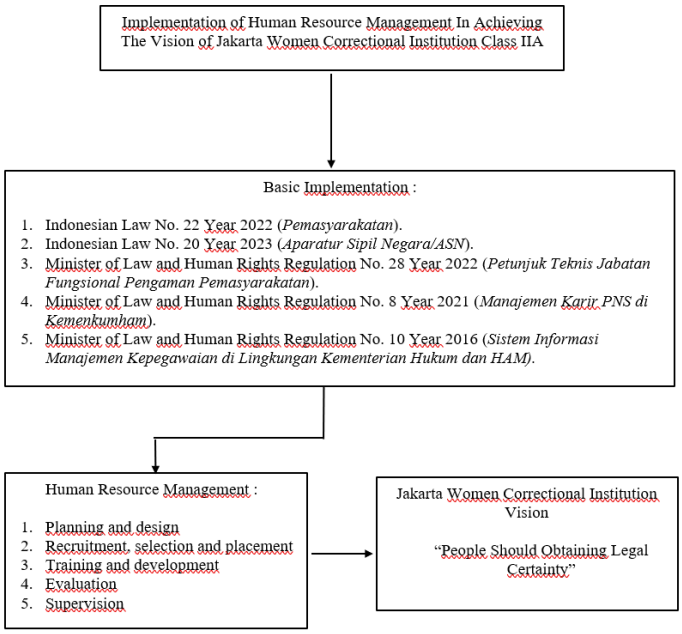
By the Regulation of the Minister of Law and Human Rights No. 10 in 2016 on the Management Information System within the Ministry of Law and Human Rights, it is stated that the Management Information System of the Ministry of Law and Human Rights, hereinafter referred to as *Simpeg Kumham* is a series of information and data regarding employees that are organized systematically, comprehensive, and integrated with technology-based. All employee should fulfill their daily journal to get a performance allowance every month (Kemenkumham, 2016).

When conducting research using the in-depth study method, it was found that the discrepancy between planning through workload analysis shown in the dashboard (E-ABK) to the realization of the number of employees. The solution that can be provided is to communicate intensively and continuously to the Jakarta Regional Office related to the fulfillment of employee requirements. Second, there is a 6% mismatch of educational background with job placement so the principle of "The right man in the right place" is not ideal in LPP Jakarta. The other solving method is by conducting "Internal Mutation/Transfer" by the available staff, furthermore enhanced competence by attending training or orientation by the surrounding environment. Third, the bureaucracy is quite long for requests to fulfill employee requirements in LPP Jakarta. The solution that can be provided is to implement BKO (*Bawah Kendali Operasi*), which is a condition where the ASN of the work unit is temporarily transferred or placed under the control of another unit or agency to support certain tasks. Through interviews in the staffing section, there is currently 1 (one) employee with BKO status from the Jakarta Regional Office.

Conceptual Framework

As a result of the review process, the conceptual framework is as follows:

Picture 5. Conceptual Framework



Based on the literature review of relevant articles and the conceptual framework, the implementation of human resource management affects efforts to achieve the vision of LPP Jakarta.

CONCLUSION

Based on the discussion, Human Resource Management at LPP Jakarta is ideal for achieving the vision of the institution. As a government institution, various things have been

regulated in the law. Human Resource Management is well implemented in LPP Jakarta. Minor challenges such as discrepancies of planning and realization number of employees, mismatched educational backgrounds with job placement and a long bureaucracy which happens mostly in government institutions also can be solved.

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