



DIJEMSS:
**Dinasti International Journal of Education
Management and Social Science**

E-ISSN: 2686-6331
P-ISSN: 2686-6358

<https://dinastipub.org/DIJEMSS> ✉ dinasti.info@gmail.com ☎ +62 811 7404 455

DOI: <https://doi.org/10.38035/dijemss.v6i2>
<https://creativecommons.org/licenses/by/4.0/>

The Effect of Human Resources Management (HRM) Practices on Organizational Commitment of The Class IIA Cikarang Prison Employees

Novita Nur Marlesa¹, Kusmiyanti²

¹Polytechnic of Correctional Science, Tangerang, Banten, Indonesia. vitaarlesa@gmail.com

²Polytechnic of Correctional Science, Tangerang, Banten, Indonesia. kusmiyanti.poltekip@gmail.com

Corresponding Author: vitaarlesa@gmail.com

Abstract: Indonesia's human resources are abundant with its large population being one of the largest nations in the world. This shows that there are great opportunities for public organizations. This research was conducted to determine the influence of human resource management (HRM) practices on the organizational commitment of employees at the Class IIA Cikarang Correctional Institution. This is intended because there is a need to manage employees as one of the human resources (HR) in prisons whose numbers do not yet meet needs. As mandated in Permenkumham Number 11 of 2022, correctional institutions need to achieve the title of corruption-free area (WBK) and service-free bureaucratic area (WBBM) as a form of organizational commitment to providing services to inmates and the community. This research uses quantitative methods and data by distributing surveys to 103 employees as a questionnaire. The questionnaire was then measured using SmartPLS and analyzed using structural equation modeling (SEM) with simple regression. The research results show that human resource management practices have a positive and significant influence on the organizational commitment of employees at the Class IIA Cikarang Prison. This research shows that leaders can manage existing employees based on the principle of "The right man in the right place." Even though the number of employees is limited, determining the strategy applied in managing employees can be done with human resource management practices in achieving organizational commitment.

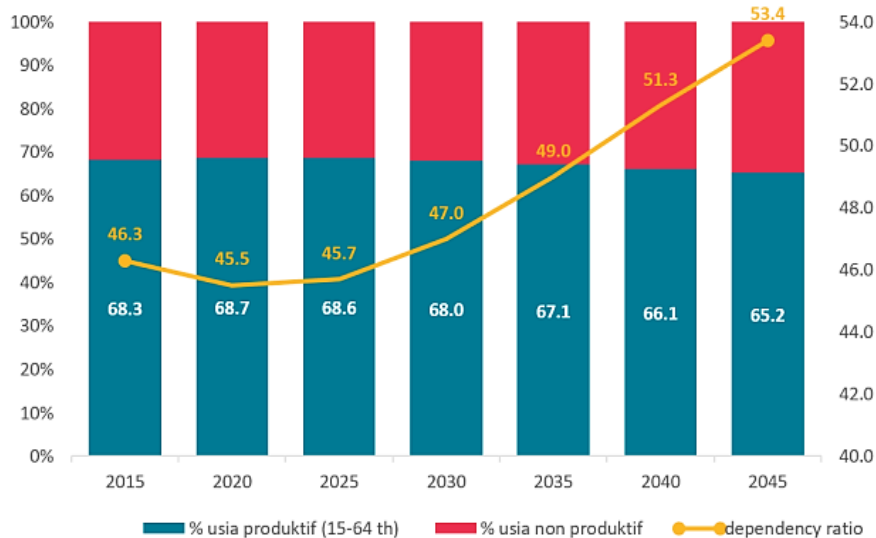
Keyword: HRM Practices, Organizational Commitment, Employees

INTRODUCTION

Corrections as a sub-system of criminal justice are responsible for law enforcement regarding prisoners and inmates. Correctional institutions called prisons play a role in training prisoners during their criminal period. Prisons are also a place for the final process of the criminal justice system in Indonesia. Correctional Institutions are also included in public sector organizations because according to Nordiawan (2009), there are four characteristics of public sector organizations; 1) Not intended to seek financial gain, 2) Ownership belongs to everyone, 3) Cannot be sold or bought, 4) Operational policies are based on agreements.

As one of the organizations in the public sector, Correctional Institutions aim to meet community needs and are oriented towards the public interest. In achieving these goals, it is necessary to provide services to the organization's characteristics. Organizations consist of a group of people who carry out activities to achieve a goal. It is necessary to have human resources (HR) to manage the organization, provided that the human resources needed must meet the organization's quantity and quality requirements.

HR has two meanings in macro and micro contexts. From a macro perspective, HR refers to individuals who are part of the population or who have reached working age in a country or region, including those who already have jobs and those who do not. On the other hand, in a micro context, HR describes individuals who are actively involved in work or are members of an organization, often referred to as employees, personnel, employees, or workforce.



Source: BPS in 2020

Figure 1. Demographics of Indonesia

In the picture above, it can be seen that the productive age in Indonesia tends to increase. So it will affect the quantity of human resources entering the workforce. This requires the attention of governments and organizations to determine the initial steps in implementing strategies for managing human resources.

Table 1. Prison Guard Data Acceptance (2017 - 2023)

No	Year	Prison Guard Quota Acceptance	Prison Guard Placed in The Class IIA Cikarang Prison
1.	2017	14.000	74
2.	2018	878	-
3.	2019	2.875	9
4.	2020	0	-
5.	2021	3.876	-
6.	2022	0	-
7.	2023	1.000	-

Source: : <https://casn.kemenkumham.go.id/> (10 Januari 2024)

However, the data above shows that the number of State Civil Employee placements to guard prisoners in the Class IIA Cikarang Prison has decreased while the number of staff requirements has not been met. This can affect the effectiveness of activities carried out in prison. An increase in the number of human resources should be accompanied by equal distribution and an increase in the recruitment quota so that all needs for the number of employees in each technical implementation unit can be met. With the number of employees

available, leaders need to determine a priority scale. This scale can be related to workload, performance allowances, and the urgency of tasks in each section of the prison. Determining the number of employees in each section can determine the achievement of organizational commitment.

Human resource management practices are one element of strategic management that focuses on developing the organization's strategic capabilities to ensure the existence of employees who are skilled, ready to be involved, and motivated to achieve sustainable competitive advantage. The aim is to create an organization that is smarter and more flexible than competitors, through the recruitment and development of talented staff and expanding the employee skills base (Boxall, 1996). Human resource management involves decision-making in strategic planning to develop unique human resource strategies. Compensation policies, information sharing, job security, and training and development are several factors that influence this.

Activities in correctional institutions include coaching inmates. So it is hoped that all employees as part of the prison's human resources can carry out their work by their duties and functions. To support the implementation of duties, it is necessary to pay attention to employee welfare. One example is the provision of performance incentives which are regulated in the Minister of Law and Human Rights Regulation Number 10 of 2021 concerning the Implementation of Providing Performance Incentives within the Ministry of Law and Human Rights. This regulation also explains the classification of performance allowances based on employee position class or grade. Apart from that, self-development also needs to be provided by the mandate of Law no. 20 of 2023 concerning State Civil Employees which in Article 21 paragraph (2) the components of State Civil Employee awards and recognition consist of Income, Motivational awards, Benefits and facilities, Social security, Work environment, Self-development, Legal assistance.

In carrying out their duties as correctional officers in each technical implementation unit, there is an organizational commitment that makes all officers have the same enthusiasm and goals to be achieved. Organizational commitment was introduced by Whyte in 1956. This was based on the theory of social change or social exchange theory and developed into the exchange relationship theory. Referring to this theory, in an organization, commitment can be implemented as a result of exchanges and contributions provided by individual employees.

According to Meyer and Allen (1990), organizational commitment consists of three approaches, namely affective, continuance, and normative commitment. Affective commitment indicates that individuals tend to continue working in an organization because they agree and are happy with the organization. Continuance commitment explains that a person's tendency to stay in an organization is caused by a lack of other job options. On the other hand, normative commitment comes from obligations, where individuals behave by the goals and desires of the organization, and feel responsible for fulfilling obligations to the organization. This is in line with commitments in correctional institutions such as achieving WBK and WBBM in technical implementation units.

Based on the explanation regarding HR management practices and organizational commitment, they are related to each other. The strategy implemented by the leader can influence the achievement of a shared commitment, namely to create a corruption-free area/WBK and WBBM or a bureaucratic area free to serve at the Class IIA Cikarang Penitentiary this year. However, leaders need to pay attention to several problems that exist in prisons. So it is necessary to carry out research regarding the influence of human resource management practices on the organizational commitment of employees at the Class IIA Cikarang Penitentiary.

This is in line with previous research conducted by Juliansyah Noor et.all (2023) where the research objective is to determine the influence between perceptions of

organizational support, human resource management practices, and organizational commitment. The results of the research show that there is a direct relationship between human resource management practices and organizational commitment in the public sector. Then, this research can be used as a consideration for leaders to determine strategies for managing human resources in organizations through human resource management practices.

Human Resources Management Practices

The variables in this research are divided into human resource management practices and organizational commitment. The theory used for each variable is as follows, human resource management practices or human resource practices are applied in managing the workforce (Wilkinson et al., 2010). Human resource management practices refer to strategies to strengthen employee engagement (Yang, 2012). According to Tummers et.al in Singh (2022), human resource management practices are a driving factor that influences employee behavior in the company, such as the level of commitment, activeness, and trust.

Based on Pfeffer (1998), developing human resource management practices and adopted by Vlachos (2008), human resource management practices are divided into four parts, namely:

1) Compensation Policy

According to Pangabean (2011) in (Kharisma et al., 2019) Compensation refers to all kinds of rewards given to employees as appreciation for the services or contributions they provide to the organization.

2) Information Sharing

Wang & Noe (2010) in (Battistelli et al., 2019) information sharing is a human resource management practice and should be distinguished from knowledge sharing, which refers to the exchange of task-related information and expertise between colleagues that helps solve problems and develop ideas -new ideas.

3) Job Security

Probst (2002) in (Vlachos, 2008) has developed a conceptual model about the antecedents and consequences of job security. Antecedents include worker characteristics, job characteristics, organizational changes, and changes in job technology.

4) Training and Development

Huselid (1995) in (Vlachos, 2008) stated firstly, training programs increase the special skills of company employees, which sequentially increases employee productivity and reduces job dissatisfaction which results in employee turnover. Second, internal personnel training and development reduces costs and risks in selecting, hiring, and internalizing people from the external labor market, which again increases employee productivity and reduces employee turnover. Training and development, like job security, requires reciprocity.

Organizational Commitment

Furthermore, organizational commitment is an issue that has been widely researched in the last sixty years. According to Meyer et al. (1990), organizational commitment is a psychological state that binds an employee to an organization which influences his decision to continue being in the same organization. According to Allen and Meyer (1990), there are three dimensions of organizational commitment, namely affective commitment, sustainable commitment, and normative commitment. The theoretical focus of this second variable is on the dimension of normative commitment. Normative commitment is a moral dimension based on feelings of obligation and responsibility to the organization that employs it. Employees with high normative commitment will feel that they are obliged (ought to) to stay in the organization. According to Allen and Meyer (1990), normative commitment is a form of

loyalty as a moral responsibility and feeling of obligation that must be given to the organization.

Betanzos-Díaz et al. (2017), develop organizational commitment based on normative involvement by linking it to (1) the identification of employee values and norms with the organization, (2) reciprocal relationships that exist in each relationship, and (3) duties and compliance related to values such as responsibility, gratitude, truth, and trust (loyalty). Four factors influence normative commitment from an employee's moral perspective (1) fulfillment, (2) responsibility, (3) reciprocity, and (4) loyalty. Fulfillment means fulfillment, responsibility means responsibility, reciprocity means reciprocity and loyalty means loyalty.

Human Resources Management Practices and Organizational Commitment

Human resource management practices will shape workforce attitudes by shaping employee perceptions of the organization. Social exchange theory also makes a positive connection between HRM practices and organizational commitment. The exchange relationship between the two can occur through selection, training, performance evaluation, promotion, performance-based rewards, information sharing, and job security (Paşaoğlu, 2015). This aligns with previous research conducted by Fatma Cherif which refers to changes requiring organizations to manage employees effectively. This management is related to job satisfaction, employee performance, and organizational commitment. The research results show that human resource management practices, job satisfaction, and organizational commitment are positively correlated. All data is also distributed normally. The three are associated with each other and have a significant relationship with each other.

This research was conducted by Xiaoli Li et al. which raises the issue that currently the increasingly segmented service industry has become the main driving force in economic growth. The results of these measurements and analyses show that there is a match and they are significantly related. In the research of Juliansyah Noor et al. (2023), whose research objective is to determine the influence between perceptions of organizational support, human resource management practices, and organizational commitment. The results of the research conducted show that there is a direct relationship between human resource management practices and organizational commitment.

METHOD

This research was conducted using a quantitative approach to measure data and analyze it statistically or in the form of numbers. The hypothesis mentioned previously was formulated to answer the influence of human resource management practices on employee organizational commitment at the Class IIA Cikarang Penitentiary. Apart from that, this research was conducted to show the existence of a preposition between theoretical hypotheses and statistical analysis. Furthermore, in collecting data, this research uses a quantitative data collection method, namely in the form of a questionnaire. Questionnaires were distributed to employees at the Class IIA Cikarang Correctional Institution. These employees are divided into structural and non-structural officials. Overall there are 117 employees. Only 103 non-structural employees were sampled in the research. This is because the characteristics of the respondents are adjusted to the research background, namely the need to manage the number of employees who do not meet the needs of correctional institutions. So only non-structural employees were selected as respondents.

Furthermore, the sample selection, namely 103 non-structural employees, was carried out based on research needs, which wanted to know how leaders can carry out human resource management practices, namely their members, in realizing organizational commitment. The data that has been obtained is then analyzed using structural equation modeling or SEM based on simple regression. All non-structural employees filled out the

questionnaire completely. The questionnaire was distributed one by one to the employees who were included as respondents. The questionnaire consists of 42 indicator statements where in the first variable there are 12 indicators and in the second variable there are 30 indicators. The completeness of filling out the questionnaire is a consideration where the complete data can strengthen the measurement results that will later be carried out to prove the research hypothesis.

Measurements in this research were carried out using the Smart PLS application. Hair et al. (2021), explain the reasons for using PLS-SEM data analysis, namely relatively small sample size, abnormal data distribution, exploratory research, formative measurement, prediction studies, complex models, theory development, theory validity, categorical variables, and mediating influences. In research using SmartPLS, it is necessary to identify confirmatory factor analysis, namely to see the nature of the research variable measurement model which is divided into two, namely first order (variables do not have dimensions and are directly measured through indicators) and second order (variables have dimensions and the dimensions of the variable contain several indicators).

Furthermore, model evaluation in SmartPLS consists of evaluating the measurement model (outer model) to assess the validity and reliability of indicators and evaluating the structural model (inner model) to show the relationship and influence of the research variables. In testing the outer model or measurement model, the assessment results can be seen from the validity test which is divided into convergent validity, discriminant validity, and reliability test. The convergent validity test consists of loading factor and average variance extracted (AVE) values. Then the discriminant validity test can be seen from the HTMT value. Next, in the reliability test, the values that can be seen are composite reliability and Cronbach's alpha. Meanwhile, in measuring the inner model or structural model, there are several assessment criteria, namely R-square, Goodness of FIT (GOF), F-Square, and path coefficients or direct effects.

To find out the problem formulation and research objectives, a research hypothesis was created. This hypothesis is also based on the research background explained in the introduction. The hypothesis is made by looking at the research variables, namely two variables. So a hypothesis is made that there is an influence and there is no influence. The following research hypothesis:

Ha : There is an influence of human resource management practices on organizational commitment starting at the Class IIA Cikarang Penitentiary

H₀ : There is no influence of human resource management practices on the organizational commitment of employees at the Class IIA Cikarang Correctional Institution..

RESULTS AND DISCUSSION

Data Analysis

In this research, the measurement model used determines the quality of the indicators or instruments used to test feasibility based on research methods. The measurements in this study show test results using the SmartPLS application with structural equation modeling (SEM) analysis. This measurement is divided into two, namely the outer model and the inner model. In Table 1 you can see the test measurement results outer model of the two research variables as follows:

Tabel 2. Outer Model Result Test

Research Variables	Indikator	Loading Factor	Indikator	Loading Factor	AVE	CA	CR
Human Resource Management Practices	X ₁	0.835	X ₇	0.807	0,704	0,962	0,966
	X ₂	0.934	X ₈	0.867			
	X ₃	0.789	X ₉	0.746			
	X ₄	0.938	X ₁₀	0.876			
	X ₅	0.924	X ₁₁	0.811			

	X_6	0.755	X_12	0.745			
	Y_1	0.767	Y_16	0.777			
	Y_2	0.856	Y_17	0.768			
	Y_3	0.705	Y_18	0.750			
	Y_4	0.718	Y_19	0.805			
	Y_5	0.792	Y_20	0.841			
	Y_6	0.772	Y_21	0.711			
	Y_7	0.721	Y_22	0.823			
Organizational Commitment	Y_8	0.764	Y_23	0.781	0,630	0,979	0,981
	Y_9	0.817	Y_24	0.859			
	Y_10	0.743	Y_25	0.844			
	Y_11	0.914	Y_26	0.731			
	Y_12	0.903	Y_27	0.722			
	Y_13	0.704	Y_28	0.887			
	Y_14	0.739	Y_29	0.763			
	Y_15	0.862	Y_30	0.893			

Resources: SmartPLS Output

Based on Table 2, twelve indicators test variable X, or human resource management practices, and thirty indicators test variable Y, or organizational commitment. The total number of test indicators is forty-two indicators, all of which are measured to determine the validity and reliability of each indicator. The results of the validity test can be seen from the criteria of the loading factor value (more than 0.70) and the AVE value (more than 0.50) as well as the htmt (less than 0.90). So that all indicators show valid results. Indicators that have been declared valid show that they have good quality and are suitable for use in research. Apart from that, some tests need to be carried out apart from validity tests, namely reliability tests..

The measurement results from the reliability test can be seen from the values of Cronbach’s Alpha/THAT and Composite Reliability/CR. This value has criteria, namely that it can be declared reliable if the value shows results (more than 0.70). The results of the measurement show a value that meets the value criteria THAT and CR and it can be stated that the research indicators are reliable. This reliable value makes it a research consideration that both validity and reliability must meet the criteria, if one of the values is not met then it needs to be measured again. From the measurement results in the table above, it can also be stated which research indicators have the highest and lowest values. The highest and lowest values are classified based on research variables, namely variable X human resource management practices, and variable Y, namely organizational commitment. The highest value for variable X is the fourth indicator and the lowest value is found in the last or twelfth indicator. Then for variable Y the highest indicator value is in the eleventh instrument and the lowest indicator is in the thirteenth instrument.

Tabel 3. Inner Model Result Test

Human Resource Management Practices -> Organizational Commitment	
<i>Heterotrait-Monotrait Ratio (HTMT)</i>	0,885
<i>R-Square</i>	0,793
<i>R-Square Adjusted</i>	0,791
Model Fit Test (<i>SRMR-Saturated Model</i>)	0,806
Model Fit Test (<i>SRMR-Estimated Model</i>)	0,086
<i>F-Square Test</i>	3,827
<i>P Values</i>	0,000

Resources: SmartPLS Output

Next, in measuring the structural model (inner model) there are several assessment criteria. The value of the R-Square test is used to determine the influence between variables. The assessment criteria is a value of more than 0.75, so there is an influence as in Table 2 which shows an R-Square value of 0.793. Mark Goodness Of Fit less than 0.10 indicates the

feasibility of hypothesis testing. Where the value is shown at 0.086 then the magnitude of the influence between variables can be seen from the F-Square test result value with the criteria that if the F-Square value is at a ratio of 0.02 - less than 0.15 then the value is small or low. Then a value of 0.15 – less than 0.35 means the value is moderate and if the value is greater than 0.35 then it can be categorized as strong or large. So the influence of the variables on the research can be said to be strong because the results of the assessment show a value of 3.827. The next value to see the significance between variables can be seen from the test path coefficients where is value p values which shows below 0.5 then there is a significant relationship as in table 2, namely 0.000.

Discussion

The discussion of the results of this research shows the value produced to answer the problem formulation that has been formulated based on the research hypothesis. The results of statistical data processing analysis using PLS-SEM can be described as follows. Human resource management practices are applied in managing individuals in an organization. This is done to carry out the function of achieving organizational goals and fulfilling the requirements as a source of competitive advantage for the company (Guthrie & Wright, 2004). Human resource management practices influence organizational commitment. Apart from that, the relationship between the two variables is strong and significant. These results can be seen in the analysis data above, namely Table 2. So the perception that there is a human resource management practice can realize organizational commitment. Several factors influence human resource management practices, namely compensation policies, information sharing, job security, and training and development. Meanwhile, in organizational commitment, there are influencing factors, namely fulfillment, responsibility, reciprocity, and loyalty. These factors are related to each other and complement each other so to show the influence of the two variables these factors must be carried out.

The research results show that it refers to value loading factor There are two indicators with high and low scores from twelve statement indicators related to human resource management practices. The assumption that employees receive rewards when organizational goals are achieved is an indicator with the highest value. Awards are included in the dimensions of compensation policy, which are divided into three parts, namely basic compensation, variable compensation, and total compensation. Basic compensation for the state civil service is the basic salary earned. Variable compensation refers to performance allowances that are obtained based on the workload that has been carried out. The workload is considered from the personnel system where employees need to fill out a journal every day. Meanwhile, total compensation is related to providing other benefits such as health benefits, wife and child benefits, and so on.

The leadership needs to pay attention to these things because they can influence the achievement of organizational goals. Furthermore, when a technical implementation unit gets the title of a corruption-free area and a clean bureaucratic area, it will receive additional special allowances that need to be achieved. Rewarding employees when organizational goals are achieved is a policy given by the leadership as a form of appreciation. Appreciation is aimed at employee performance and contributions that have helped the organization achieve its goals. With appreciation, it can increase employee motivation and willingness to provide all their abilities and skills to the organization. Appreciation at the Class IIA Cikarang Prison can take the form of giving certificates of appreciation to exemplary employees every month. This charter can be placed in a strategic place and accessible to the public, such as in the visiting room in the prison area..

However, individual skills training has not been obtained optimally by employees at the Class IIA Cikarang Correctional Institution. This is indicated by the low results in measuring indicators. Training for employees can be a benchmark for the capabilities of human

resources in the prison itself because this is by the mandate of Law No. 20 Regarding State Civil Employee where employees have the right to self-development, one of which is training. Training of employees can improve skill officer Skill divided into two, namely soft skills and hard skills. Soft skills are related to emotional intelligence which is interpersonal in nature. Employees need to have soft skills in carrying out their duties and functions which deal directly with prisoners. These abilities can include leadership, communication, and working in a team.

Next is ability hard skills ability which can be learned through formal education. Hard skills are a person's skills and ability to perform certain types of tasks (Hendarman & Tjakraamdja, 2012). An employee needs to have these abilities, such as operating technology in prisons. Operating technology in prisons, for example, using computers, CCTV, and tools such as body scanners, metal detectors, etc. Apart from that, employees need to master technical knowledge regarding work procedures as well as basic laws and regulations. These things can be obtained through training and development provided by the relevant leadership. Employees who have adequate skills can support the achievement of organizational goals. Soft skills and hard skills must be balanced so that all employees at the Class IIA Cikarang Correctional Institution can achieve organizational commitment.

For the organizational commitment variable, the test results show two indicators that have the highest and lowest values. The highest indicator is that employees will complete tasks under any circumstances. This indicator is included in the responsibility dimension. As a form of responsibility of an employee in prison, under whatever conditions they will complete the tasks assigned to them. As we know, the Class IIA Cikarang Correctional Institution has a large number of inmates overcrowded. So this will affect the work carried out by employees, for example, employees in the registration section will make every effort to organize the administration of inmates in such a way that they receive rights and obligations by the relevant regulations. Even the conditions in prisons require all employees to work optimally to realize WBK and WBBM where there is a lot of supporting data that must be completed so that organizational commitment can be achieved. Fast and precise work are two interrelated things.

Fast work and precise work are very important in completing tasks. Fast work means that the work is completed quickly without requiring a long time. Apart from that, employees who can multitask will make it easier for them to complete tasks quickly because they are used to doing two or more jobs at one time. However, not only fast work but accuracy in completing tasks also needs to be done because the tasks completed must not be done haphazardly but by standard operational procedures. Apart from that, the tasks completed must be by the target or output of the task. Employees need to complete their tasks quickly and precisely so that if there are additional tasks later they can be completed within one working day. This also shows effectiveness in work and time efficiency.

Furthermore, the indicator that is classified as having the lowest results on this variable is employees who will not go home before completing their tasks. This indicator is also included in the dimension of responsibility. So in the dimension of responsibility, there are two indicators which include the highest and lowest values. Employees who have high responsibility and commitment to their work will complete tasks according to the time set or targets given. So that when it's time to go home they will return according to the schedule or policies in force at the prison. Selecting and determining strategies for completing tasks is something that needs to be considered so that work does not pile up. The role of leadership is also an important factor in determining strategy and dividing the tasks assigned to employees according to their abilities.

Employees can also determine the priority scale of work that they must complete first so that in one day all the tasks that need to be completed can be completed on time. This is related to a person's ability to organize or manage activities in one day. Every day employees

need to fill in a journal through the personnel system. This system is used to monitor and see in one day what activities and tasks have been carried out by officers. Apart from that, employees will be more aware of their responsibilities during the working day. The existence of a personnel system can also show that employees are given awards in the form of salaries or wages according to the tasks they have completed.

The two variables in this research have been tested for their influence and relationship between them. This is based on the theory of social change or social exchange theory which developed into the exchange relationship theory. Referring to this theory, in an organization, commitment can be implemented as a result of exchanges and contributions provided by individual employees. So in other words, organizational commitment will not be achieved if employees do not participate in making it happen. The involvement of employees in every organizational activity determines the sustainability of the organization. Employees who tend to be passive and do not explore their abilities will not have much impact on the organization. On the other hand, active employees have the desire to learn, and are willing to develop themselves will provide positive benefits for the organization.

Furthermore, the testing stages that have been carried out show results that are by previous research which states that human resource management practices have a positive influence on organizational commitment. Fatma Cherif (2020), with the title "The Role of Human Resources Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in the Saudi Arabian Banking Sector" shows that the results of human resource management (HRM) practices can be considered as set of coherent and consistent internal practices that aim to strengthen and promote employee competence, motivation, and commitment. In research conducted by Fatma Cherif, it refers to problems where organizations face many challenges such as globalization and deregulation as a result of complex technological developments. This change requires organizations to manage employees effectively. Human resource management practices have a role in building a proper reciprocal relationship between the company and its employees regarding mutual trust and duties. Where this statement is reflected in the dimensions of organizational commitment in this research.

Research conducted by Xiaoli Li, Zhenxiong Mai, Linmei Yang, and Juncheng Zhang (2020) "Human Resources Management Practices, Emotional Exhaustion, and Organizational Commitment – With the Example of The Hotel Industry" shows "in this process, better HRM practices can improve staff's trust in and commitment to the organization" namely better human resource management practices that can have an impact on organizational trust and commitment. This research was conducted by Xiaoli Li et al. which raises the issue that currently the increasingly segmented service industry has become the main driving force in economic growth. In this industry, employees are prioritized as a benchmark for achieving success. So there needs to be proper management. This research aims to explore whether human resource management practices can be a solution to research problems.

Juliansyah Noor, Soleh, and Meita Faittaahumi (2023) in the title "Human Resources Management Practices on Employee Commitment: Indonesia Islamic Banking" explain that "HRM practices will shape workforce attitudes by shaping employees' perceptions of the organization. Social exchange theory also positively correlates HRM practices and organizational commitment, which means that organizational commitment to employees is formed based on human resource management practices. The research aims to determine the influence between perceptions of organizational support, human resource management practices, and organizational commitment. The results of the research show that in general human resource management practices have a significant positive relationship with perceptions of organizational support and organizational commitment. The research also

shows a direct relationship between human resource management practices and organizational commitment.

In connection with previous research and research conducted in this thesis, it can be stated that human resource management practices influence organizational commitment. Based on previous research, the influence between the two variables is positive according to the research results in this thesis. The factors contained in the dimensions of each variable can show a significant relationship. As is the case in human resource management practices, compensation policies, information sharing, job security as well as training and development in the Class IIA Cikarang Correctional Institution can realize organizational commitment. This commitment contains elements including fulfillment, responsibility, reciprocity, and loyalty of employees and the organization in achieving the goals, vision, and mission of the organization.

CONCLUSION

This research was conducted to determine the influence of human resource management practices on the organizational commitment of employees at the Class IIA Cikarang Correctional Institution. The respondents in this research were 103 non-structural employees. It is hoped that future research can be carried out on a wider organizational scope where more employees can be used as research respondents. This will strengthen the results of the research because the relationship between dimensions in the research variables needs to be tested on a larger number of respondents. With the existence of a policy in managing human resources, especially employees, leaders need to implement the right strategy. The results of measurements carried out by researchers show a positive influence of 78% and a significant relationship between human resource management practices and employee organizational commitment at the Class IIA Cikarang Penitentiary. The remaining 22% is the influence of other factors that have not been studied. Likewise, organizational commitment at the Class IIA Cikarang Correctional Institution can be influenced by other factors or variables apart from human resource management practices. This shows that there is still a need for further research to determine the factors or variables that have the potential to influence organizational commitment.

The results of the research explain that the existence of indicators with low results can be used as evaluation material to improve strategies in implementing human resource management practices with organizational commitment. Uneven employee training can affect employee skills and abilities. This can result in the organization's goals not being achieved, namely to move towards a corruption-free area and a service-free bureaucracy area. Providing training can be done in the offline or online form, which must increase the employee's soft skills hard skills, or even both. Training will also be very important to prepare multitasking employees. Skilled employees will tend to complete tasks easily so that they don't take a long time with fast and precise work. Knowing the abilities of each employee is a basic thing that leaders need to know so they can determine the selection and provision of skills to their employees. This also needs to be adjusted to the duties and functions of employees that are carried out daily. Next, leaders need to strengthen organizational commitment from within their employees. Employees who have high levels of responsibility will complete their tasks on time and choose not to work overtime or complete their tasks at home. The research that has been carried out still shows that employees will not go home prematurely. This will be related to the commitment of the employee himself to be active in carrying out his duties so that they can be completed on time.

Leaders as strategy and policymakers, in this case, to realize the goals, vision, and mission of the organization, need to know the obstacles that occur in their organization. So the hope is that it can be resolved and not disrupt the organization's activities, especially at the Class IIA Cikarang Correctional Institution. So, to support employee performance, skills

are needed by providing training to employees evenly. This is because the background data and research results show that one of the indicators with the lowest value is the uneven employee training section. Providing skills training can improve employee abilities. Apart from that, motivating leaders to employees who still lack responsibility for carrying out their duties needs to be done as a form of commitment with in the organization.

REFERENCES

- B, S., & I, R, M. (2008). Determinants of Organizational Commitment A Study of Information Technology Professionals in Pakistan Sajid Bashir and Mohammad Ismail Ramay Mohammad Ali Jinnah University, Islamabad, Pakistan. *Institute of Behavioral and Applied Management*, 226–239.
- Battistelli, A., Odoardi, C., Vandenberghe, C., Di Napoli, G., & Piccione, L. (2019). Information sharing and innovative work behavior: The role of work-based learning, challenging tasks, and organizational commitment. *Human Resource Development Quarterly*, 30(3), 361–381. <https://doi.org/10.1002/hrdq.21344>
- Betanzos-Díaz, N., Rodríguez-Loredo, C. S., & Paz-Rodríguez, F. (2017). Development and validation of a questionnaire on normative organizational commitment: A pilot study in mexicans workers. *Anales de Psicología*, 33(2). <https://doi.org/10.6018/analesps.33.2.235211>
- Boxall, P. (1996). The Strategic Hrm Debate and the Resource-Based View of the Firm. *Human Resource Management Journal*, 6(3), 59–75. <https://doi.org/10.1111/j.1748-8583.1996.tb00412.x>
- Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7–8), 529–541. <https://doi.org/10.1108/IJSSP-10-2019-0216>
- Guthrie, J. P., & Wright, P. M. (2004). *Peeling Back the Onion Competitive Advantage Through People: Test of a Causal Model Peeling Back the Onion Competitive Advantage Through People: Test of a*.
- Hair, J. . F., Hult, T. . M. G., Ringle, C. M., Sarstedt;, Danks, N. P., & Ray, S. (2021). An introduction to structural equation modeling.Partial least squares structural equation modeling with R. In *Practical Assessment, Research and Evaluation* (Vol. 21, Issue 1).
- Jackson, S. (1995). Understanding Human Resource Management in the Context of Organizations and Their Environments. *Annual Review of Psychology*, 46(1), 237–264. <https://doi.org/10.1146/annurev.psych.46.1.237>
- Kharisma, E. P., Hartati, A. S., & Karyono. (2019). PENGARUH KOMPENSASI DAN KOMITMEN ORGANISASI TERHADAP KINERJA KARYAWAN YANG DI MEDIASI OLEH KEPUASAN KERJA (Studi Pada Karyawan Mbah Djoe Resort Sarangan Kabupaten Magetan). *Jurnal Studi Manajemen Organisasi*, 16(2), 15–2019. <https://ejournal.undip.ac.id/index.php/smo/article/view/28343>
- Li, X., Mai, Z., Yang, L., & Zhang, J. (2020). Human Resource Management Practices, Emotional Exhaustion, and Organizational Commitment–With the Example of the Hotel Industry. *Journal of China Tourism Research*, 16(3), 472–486. <https://doi.org/10.1080/19388160.2019.1664960>
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and Continuance Commitment to the Organization: Evaluation of Measures and Analysis of Concurrent and Time-Lagged Relations. *Journal of Applied Psychology*, 75(6), 710–720. <https://doi.org/10.1037/0021-9010.75.6.710>
- Noor, J., & Faittaahumi, M. (2023). *Human Resource Management Practices on Employee Commitment : Indonesia Islamic Banking*. 15(1), 23–40.
- Paşaoğlu, D. (2015). Analysis of the Relationship Between Human Resources Management

- Practices and Organizational Commitment from a Strategic Perspective: Findings from the Banking Industry. *Procedia - Social and Behavioral Sciences*, 207(2540), 315–324. <https://doi.org/10.1016/j.sbspro.2015.10.101>
- Pfeffer, J. (1998). Seven Practices of Successful Organizations. *California Management Review*, 40(2), 96–124. <https://doi.org/10.2307/41165935>
- Republik Indonesia. (2023). Undang-undang Republik Indonesia Nomor 20 Tahun 2023 Tentang Aparatur Sipil Negara. *Jakarta: Sekretariat Negara*, 202875, 4–22.
- Singh, B. (2022). *Journal of Organizational Change Management Article information : April 2016*, 627–640.
- Vlachos, I. (2008). The effect of human resource practices on organizational performance: Evidence from Greece. *International Journal of Human Resource Management*, 19(1), 74–97. <https://doi.org/10.1080/09585190701763933>
- Wilkinson, A., Bacon, N., Redman, T., & Snell, S. (2010). The SAGE handbook of human resource management. In *The SAGE Handbook of Human Resource Management*. <https://doi.org/10.4135/9780857021496>
- Yang, Y. C. (2012). High-involvement human resource practices, affective commitment, and organizational citizenship behaviors. *Service Industries Journal*, 32(8), 1209–1227. <https://doi.org/10.1080/02642069.2010.545875>
- Yusuf, R. M., & Syarif, D. (2018). Komitmen Organisasi. In *Makassar: Nas Media Pustaka*