THE INFLUENCE OF STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM) ON EMPLOYEE JOB SATISFACTION AT THE CLASS IIA CORRECTIONAL FACILITY IN YOGYAKARTA

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ABSTRACT

The purpose of conducting this research was to determine the influence of Strategic Human Resource Management on employee job satisfaction in Lembaga Pemasyarakatan Kelas IIA Yogyakarta. This study used a quantitative method with a non-probability sample technique of 123 employees. Data collection techniques were carried out using questionnaires which were distributed through the Google Form. There are 40 statements used indicators in this study. The data analysis technique was carried out using software SmartPLS 4.0. The result showed that the Strategic Human Resource Management (SHRM) had positive and significant effect on the job satisfaction in Lembaga Pemasyarakatan Kelas IIA Yogyakarta.

Keywords: Correctional Employees ; Job Satisfaction ; Strategic Human Resource Management

INTRODUCTION

In the current era of globalization, society has become more critical of quality improvement, especially in the context of public services. In the context of public organizations, the role of human resources (HR) holds great importance, as HR is the key component that determines the performance improvement of public organizations. Essentially, public organizations play a crucial role in being fully responsible for public interests, as highlighted by Irhas (2018), who views public organizations as government institutions responsible for serving the needs of the community in various complex sectors.

The Human Development Index (HDI) is one of the indicators used to assess the quality of human resources, encompassing three parameters: long and healthy life, knowledge, and a decent standard of living.
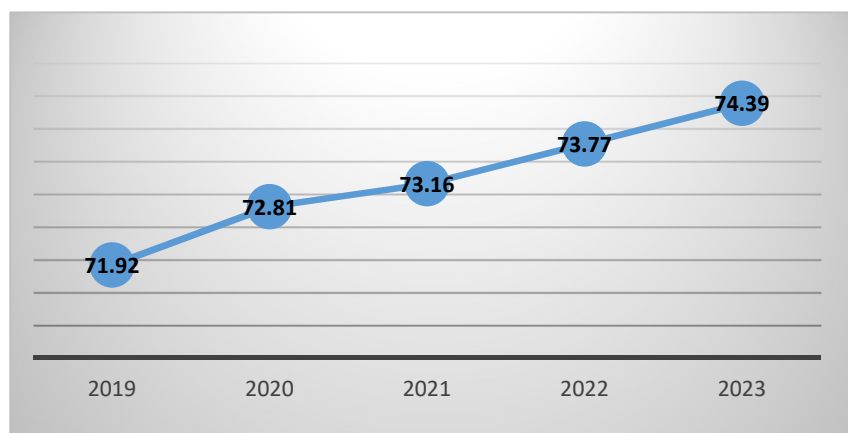
Source: Badan Pusat Statistik, 2024

Figure 1
Indonesia's Human Development Index (HDI)

Based on Indonesia's Human Development Index (HDI) achievements, there has been sustained growth over the last five years. It is noted that there was only a minimal increase in the HDI from 2019 to 2020, with a slight decrease of 0.02 compared to the previous year. From 2020 to 2023, Indonesia's HDI grew by 0.72 percent annually. Despite this upward trend, in 2023, Indonesia's HDI ranking still placed the country at 130 out of 199 nations worldwide. This data reveals that the level of development remains relatively low. The HDI serves as a crucial parameter used to measure and assess the success in improving the quality of life for the population.

In connection with this, it is recognized that the corrections sector has a significant and strategic role in human resources (HR). The HR of correctional officers needs to be optimized by improving institutional quality, which is deeply rooted in the quality of its HR, to achieve an optimal and self-potential correctional system. The capability of employees in the correctional field is a crucial factor in determining the quality of HR necessary for effectively and efficiently carrying out the organization's tasks and functions.

Table 1
Employee Conditions by Education Level

No	Education Level	Male	Female	Total
1	Elementary School	-	-	-
2	Middle School	-	-	-
3	High School	65	6	71
4	Diploma	3	2	5
5	Bachelor's Degree	25	18	43
6	Master's Degree	8	1	9
7	Doctoral Degree	-	-	-
	Total	101	27	128

Source : Sub Bagian Umum Lapas Kelas IIA Yogyakarta, 2024

Referring to the data presented in Table 1.1, the education level of employees at the Class IIA Correctional Facility in Yogyakarta indicates that only 28 out of 71 employees have continued their education beyond high school. This fact highlights that the education level of employees remains a significant concern at the Yogyakarta Correctional Facility. The limited level of education among employees can negatively impact their work performance, as insufficient education may hinder their ability to carry out the organization's complex tasks and functions effectively.

According to Nabawi (2019), this issue is one of the factors contributing to employee demotivation, which is often linked to low job satisfaction. The lack of higher education among employees can disrupt the operational management of their duties and functions, leading to decreased productivity, which in turn may have a more severe effect on the quality of services provided. The motivation to deliver high-quality and optimal services is influenced by the employees' job satisfaction and work commitment. This underscores the need for a continuous development of human resources management, evolving from general HR management to Strategic Human Resource Management (SHRM), with a focus on aligning HR strategies with the organization's long-term goals and vision (Rahman et al., 2018).

Strategic Human Resource Management refers to the degree to which human resource development becomes a practical application for employees to perform at their best, thereby increasing job satisfaction and influencing individual commitment to the organization (Yakut & Ergun, 2022). It is crucial for organizations to ensure that the workload of employees is balanced with their abilities and available time. Moreover, providing opportunities and support for employee development, such as training and skill enhancement, is essential.

However, it appears that employee performance at the Yogyakarta Class IIA Correctional Facility has not yet reached an efficient and optimal level. This is due to the lack of performance initiatives, which can be attributed to factors such as age differentiation, high levels of employee indiscipline, and insufficient strategic HR management for employee development. Employee dissatisfaction may also affect their performance in fulfilling their roles and responsibilities as correctional officers.

Table 2
Performance Achievements at Class IIA Correctional Facility, Yogyakarta, 2023

No	Performance Indicator	Achievment			
		2020	2021	2022	2023
1.	Improvement in Inmate Health Care Services, Infectious Disease Control	111,1%	133,3%	125%	124,3%
2.	Success in Handling Infectious Diseases (HIV-AIDS and TB Positive)	126,6%	142,86%	62,5%	60,85%
3.	Improvement in Personality Development Services, Vocational Training, Education, and High-Risk Inmate Handling	150%	153,85%	160,05%	160,12%

Source : Sub Bagian Umum Lapas Kelas IIA Yogyakarta, 2024

The table above shows the performance achievements generated by employees at the Technical Implementation Unit (UPT) over the past four years. It is evident that during this period, the overall performance has not yet developed optimally. According to the 2023 Government Agency Performance Report (LKjIP) of Class IIA Correctional Facility Yogyakarta, the performance delivered has not had a significant impact on improving organizational performance or the quality of public services that directly affect the institution, indicating the need for further evaluation and improvement.

This situation may be attributed to the low job satisfaction among employees, which affects their productivity. Based on the problem outlined, this serves as the basis for the researcher to conduct a study on the influence of Strategic Human Resource Management (SHRM) on job satisfaction of employees at Class IIA Correctional Facility Yogyakarta.

LITERATURE REVIEW
The research conducted by Faruk, et al. (2020) explored and expanded on the influence of Strategic Human Resource Management (SHRM) and servant leadership on employees' deviant behavior and job satisfaction within organizations. The results of the study indicated that SHRM had a significant effect on job satisfaction, while the relationship between SHRM and deviant behavior was not found to be statistically significant.

In the study conducted by Ying et al. (2023), the authors addressed the factors of Strategic Human Resource Management (SHRM) that impact job satisfaction in an audit firm located in Penang, Malaysia. The conceptual model of this research focused on how employee job satisfaction in the audit firm is influenced by strategic HRM factors. The findings of the study indicated a significant positive correlation between strategic HRM factors and the level of job satisfaction at the audit office in Penang.

In the study conducted by Haque (2020), the focus was on the concept of Strategic Human Resource Management (SHRM) and its significant role in enhancing organizational performance to achieve goals. Employee job satisfaction is influenced both positively and negatively by their perceptions of SHRM practices within their organizations and how fairly they are treated. The findings indicate that SHRM positively influences individual job satisfaction. The conclusion drawn from the study is that the concepts of Strategic Human Resource Management and job satisfaction are undeniably important.

METHOD

According to Creswell & David (2018), quantitative research focuses on testing objective theories or examining how one variable influences another. The elements of quantitative research involve measuring predetermined variables using constructed research instruments. The research design used in this study is a survey design. Creswell (2014) describes survey design as a research method that investigates large populations using sampling techniques, where surveys are conducted through distributing questionnaires or using scales on samples to gain an understanding of respondents' attitudes, opinions, behaviors, or characteristics. The timeframe of this research is based on a cross-sectional survey dimension.

The influence between the two variables in this study is stated as follows:
Independent Variable (X): Strategic Human Resource Management
*Dependent Variable (Y): Job Satisfaction*

This research targets a population of 128 employees at the Class IIA Yogyakarta Correctional Institution. The sampling technique applied is a non-probability technique through total sampling or saturated sampling, where all individuals from the population are included as samples. Data collection is conducted using a Likert scale questionnaire with five response options provided. The data analysis technique employs a Structural Equation Modeling (SEM) approach based on Partial Least Square (PLS) using Smart-PLS 4.0 software.

RESULTS AND DISCUSSION

This study uses a quantitative research approach where the analysis employed is descriptive statistics and hypothesis testing using SEM-PLS with data analysis techniques conducted through the SmartPLS 4.0 software.

Partial Least Square (PLS)

Based on Figure 2, it can be seen that the loading factor values for each item are all above the minimum threshold, as all item values are declared valid at > 0.70. Therefore, these items can be used for the subsequent evaluation measurement.
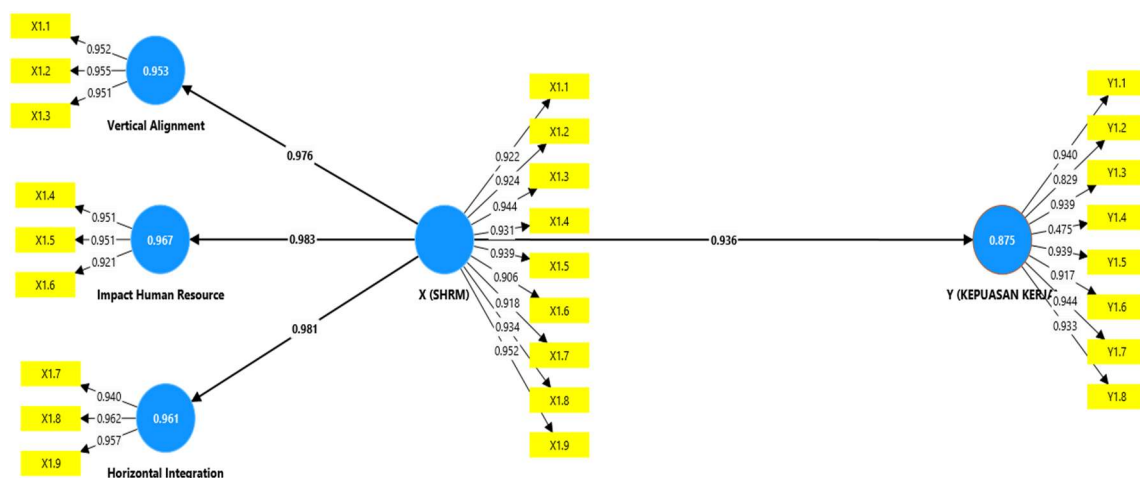
Source : Primary Data SmartPLS, 2024

Figure2
PLS Scheme

Outer Model Evaluation or Measurement Model
 1) *Convergent Validity*
 In testing for convergent validity, the outer loading or loading factor values are used.

Table 3
Outer Loading

Variabel	Indicator	Outer Loading		Remarks
Strategic Human Resource Management (SHRM)	VA.1	0.842		Valid
	VA.2	0.747		Valid
	VA.3	0.898		Valid
	IH.4	0.780		Valid
	IH.5	0.809		Valid
	IH.6	0.866		Valid
	HI.7	0.840		Valid
	HI.8	0.784		Valid
	HI.9	0.854		Valid
Job Satisfaction	Y1.1		0.745	Valid
	Y1.2		0.872	Valid
	Y1.3		0.797	Valid
	Y1.4		0.868	Valid
	Y1.5		0.870	Valid
	Y1.6		0.789	Valid
	Y1.7		0.858	Valid
	Y1.8		0.798	Valid

Source : Primary Data SmartPLS, 2024

The results presented in Table 3 indicate that the outer model values, or correlations between all constructs and variables, are greater than 0.7, which confirms that all measurement items are valid. Every item measuring the dimensions is valid, with loading factors above 0.70. The loading factor for item CA.1 is 0.842, meaning that any change in the dimension of Vertical Alignment of Human Resource Function will be reflected in item VA.1 by (0.842 × 0.842 = 70.8%).

For the variable of Strategic Human Resource Management (SHRM), the largest contribution comes from item X1.3, which has the highest loading factor of 0.898. This indicates that any changes in SHRM will be most strongly reflected in the item "Training and development of employee behavior and personality are optimally implemented in our organization."

Meanwhile, for the variable of job satisfaction, the largest contribution is derived from item Y1.2, which has the highest loading factor of 0.872. This item reflects the strongest and highest correlation regarding "I feel more comfortable with my job when the number of employees is not too high," making it the most representative of the measurement of job satisfaction.

 2) *Average Variance Extracted*
Convergent validity can be assessed using the Average Variance Extracted (AVE) method, where each indicator should meet the criterion of being greater than 0.5 to be considered valid.

Table 4
Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Remarks
X (SHRM)	0.682	Valid
Y (Job Satisfaction)	0.682	Valid

Source : Primary Data SmartPLS, 2024

Based on the Table 4, it can be observed that the AVE value for the SHRM variable is greater than 0.5, with a value of 0.682, while the AVE for job satisfaction is also greater than 0.5, with a value of 0.682. This indicates that each variable has good convergent validity. The AVE value for the Vertical Alignment of Human Resource Function dimension is 0.682, which means that the measurement items VA.1, VA.2, and VA.3 account for 68.2% of the variance. Since the AVE for this dimension is greater than 0.50, the convergent validity evaluation is met. Similarly, the AVE values for other dimensions also exceed 0.50, indicating good fulfillment of convergent validity.

3) Discriminant Validity

Discriminant validity measurement tests whether the measurement tool accurately measures the intended construct and not other constructs. The validity can be assessed using the Heterotrait-Monotrait Ratio (HTMT).

HTMT values below 0.85 (or 0.90, depending on the context) suggest that the constructs are distinct from one another. By analyzing the HTMT ratio, researchers can determine if there is an adequate level of discriminant validity in their measurement model, ensuring that each construct is sufficiently separate from the others.

Table 5
Heterotrait-Monotrait Ratio (HTMT)

	X (SHRM)	Y (Job Satisfaction)
X (SHRM)		
Y(Job Satisfaction)	0.873	

Source : Primary Data SmartPLS, 2024

In Table 5, regarding the Heterotrait-Monotrait Ratio (HTMT), it can be seen that the evaluation of discriminant validity using HTMT is acceptable for the Strategic Human Resource Management (SHRM) variable concerning job satisfaction. The HTMT value of 0.873 is less than 0.90, indicating that the construct possesses good discriminant validity. This means that the SHRM construct is sufficiently distinct from the job satisfaction construct, confirming that the measurement tools accurately assess the intended constructs without overlap.

4) Hypotheses Testing (Bootsrapping)

In the Table 6 regarding the hypothesis testing of path coefficients, it is found that the influence of the Strategic Human Resource Management (SHRM) variable on job satisfaction has a path coefficient of 0.825, with a T-statistic value of 19.532, which is greater than 1.96, or a P-value of 0.000, which is less than 0.05. This indicates that the null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted (positive and

significant). This means that any changes in the SHRM variable will significantly enhance employee job satisfaction.

Table 6
Hypotheses Testing

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Description
X (SHRM) -> Y (Job Satisfaction)	0.825	0.832	0.042	19.532	0.000	Positive and significant

Source : Primary Data SmartPLS, 2024

The analysis of the research results indicates several measurement indicators that have varying loading factors or outer loading for each measured variable. These factors range from the highest to the lowest loading factor, reflecting the respondents' perceptions in each dimension of Strategic Human Resource Management (SHRM), including vertical alignment of human resource function, impact of human resource function on performance, and horizontal integration of human resource function.

In its implementation at the Class IIA Correctional Institution of Yogyakarta, the researcher classified the respondents' perceptions into three categories: low, medium, and high. Respondents with high perceptions are reflected in indicator X1.3 (VA.3) with the statement, "training and development of employee behavior and personality are optimally implemented in our organization," which shows the highest loading factor of 0.898. This indicates that the application of SHRM at the Class IIA Correctional Institution of Yogyakarta is realized through the proposal of training and development needs for employees every year to optimize employee performance.

In the context of the vertical alignment of human resource function dimension, it ensures that all HR activities and policies support the organization's strategic direction, contributing to the achievement of long-term goals (Green et al., 2001). The aim is to ensure that the HR function effectively supports and contributes to the achievement of the organization's vision, mission, and strategic objectives.

Based on the analysis conducted by the author, it is evident that some employees at the Class IIA Correctional Institution of Yogyakarta still exhibit indiscipline, such as tardiness and leaving before the end of working hours, which impacts productivity and the quality of work provided to the organization. An organization with potential and competitive human resources is manifested through the improvement of employee competencies through equitable training and development programs for all employees, enabling them to perform their organizational tasks and functions more efficiently. This is essential for achieving the organization's goals, particularly regarding the enhancement of the quality of human resources possessed by the employees.

In measuring respondents' perceptions regarding job satisfaction, the research results also indicate several job satisfaction variables with varying outer loading or loading factors, ranging from high to low. The researcher categorized respondents' perceptions into three groups: low, medium, and high. Respondents with high perceptions are those who feel satisfied with their overall work. They perceive their jobs as providing satisfaction, challenges, and opportunities for development. They tend to have high

motivation to work, feel valued, and maintain positive relationships with colleagues and superiors.

In its implementation at the Class IIA Correctional Institution of Yogyakarta, the statement item with the highest loading factor received a score from respondents on the indicator Y1.2, with a value of 0.872 for the statement, "I feel more comfortable with my job when the number of employees is not too large." This data reflects the perception of employees at the Class IIA Correctional Institution of Yogyakarta, indicating that they feel more comfortable working in a relatively small work environment. This is related to the relationships among employees, which tend to foster closer and more collaborative working relationships, thereby creating a sense of comfort and trust among them.

The highest-rated statement regarding job satisfaction among employees at the Class IIA Correctional Institution of Yogyakarta is related to the condition when the number of employees is not too large. When an organization operates with a leaner team system, where employees work in smaller groups, it allows them to feel more productive because they can focus better without being distracted by numerous colleagues. This also facilitates oversight or monitoring of the details of the work conducted by management, which can enhance the quality of work output.

In the context of this research, efforts to improve employee satisfaction at the Class IIA Correctional Institution of Yogyakarta can involve various strategies. One step that can be taken is to provide training and development programs that align with their duties and responsibilities as correctional officers. The training offered not only enhances employees' skills but also provides appreciation and a sense of being valued and empowered. However, the training and development programs provided by the Class IIA Correctional Institution of Yogyakarta are still unevenly distributed, and the proposals for training each year remain relatively minimal. This can affect the competencies and the quality of human resources possessed by the employees.

In this study, the author found results indicating that Strategic Human Resource Management (SHRM) has a significant effect on employee job satisfaction at the Class IIA Correctional Institution of Yogyakarta. This is based on data from model measurements conducted using statistical tests with SmartPLS 4.0. It was found that the value generated for the SHRM variable in relation to job satisfaction had a T-Statistics of 99.184, which is greater than 1.96, and a P-Value of 0.000, which is less than 0.05. This indicates that, statistically, the null hypothesis (H0) is rejected, and the alternative hypothesis (Ha) is accepted (positive and significant).

In its implementation, Strategic Human Resource Management (SHRM) encompasses three dimensions: vertical alignment of human resource function, impact of human resource function on performance, and horizontal integration of human resource function. These dimensions are reflected through nine indicators, while the job satisfaction variable is directly reflected through eight indicators of job satisfaction itself.

CONCLUSION AND SUGGESTION

The primary objective of this research is to determine the effect of Strategic Human Resource Management (SHRM) on employee job satisfaction at the Class IIA Correctional Institution of Yogyakarta. Based on the analysis of the data conducted by the researcher, it can be concluded that there is a positive influence of SHRM on employee job satisfaction at this institution. The level of influence of SHRM on employee job satisfaction is most prominently reflected through the dimension of Vertical Alignment of Human Resource Function, which has a loading factor of 0.898. This indicates that any changes in SHRM

will be most strongly reflected in the item stating, "training and development of employee behavior and personality are optimally implemented in our organization."

On the other hand, the greatest contribution to the job satisfaction variable is reflected at 0.872, which is higher than other items and pertains to the statement, "I feel more comfortable with my job when the number of employees is not too many," representing the measurement of job satisfaction. This suggests that employee job satisfaction at the Class IIA Correctional Institution of Yogyakarta is also influenced by factors other than SHRM. Therefore, further research is needed to identify other indicators that may affect employee job satisfaction and to simultaneously enhance the still low measurement results, apart from SHRM.

Based on the analysis of the effect of SHRM on employee job satisfaction at the Class IIA Correctional Institution of Yogyakarta, the researcher recommends that to improve employee job satisfaction, the organization should focus on strengthening aspects of SHRM. This is because SHRM is a significant factor in enhancing job satisfaction. The organization needs to build and manage SHRM effectively to boost employee satisfaction. By taking these actions, the organization can create a more motivating, fair, and supportive work environment, which, in turn, will enhance employee satisfaction and overall well-being.

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