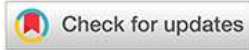# THE INFLUENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION AT CLASS IIA KALIANDA

Check for updates

1* Abdullah Umar, 2 Naniek Pangestuti

1,2Program Studi Manajemen Pemasyarakatan, Politeknik Ilmu Pemasyarakatan – Indonesia

e-mail:
1* abdullahumar805@gmail.com *(corresponding author)*
2 naniekedi14@gmail.com

ABSTRACT
This study aims to analyze the impact of human resource management (HRM) practices on employee job satisfaction at Class IIA Kalianda Correctional Facility. The independent variable in this research is HRM practices, while the dependent variable is employee job satisfaction. This study employs a quantitative method with a survey approach. Data were collected through a questionnaire distributed to 85 employees using saturated sampling. The results of the data analysis using simple linear regression testing indicate that HRM practices have a significant effect on employee job satisfaction, with 36.2% of the variation in job satisfaction being influenced by HRM practices. Based on these findings, it can be concluded that good HRM practices significantly contribute to increasing job satisfaction. This study recommends enhancing training programs and offering more competitive compensation management to improve job satisfaction in correctional facilities.

Keywords: *Human Resource Management; Job Satisfaction; Correctional Facility; Compensation; Training; Performance Assessment*

INTRODUCTION

The correctional unit is a crucial part of the criminal justice system, responsible for enforcing laws related to the treatment of inmates, juveniles, and detainees. To ensure the smooth operation of the correctional system, a high quality of human resources, in this case the correctional staff, is essential. These employees must possess adequate knowledge, skills, and good character to effectively fulfill the objectives of the correctional system. These objectives include providing protection to detainees and juveniles with their rights, enhancing the personal development and independence of inmates to avoid reoffending, and ensuring public safety by protecting the community from potential criminal actions.

Every employee hopes to achieve job satisfaction, including those in the correctional field. Job satisfaction is inherently individual, depending on the values held by each person. According to Handoko (2020), job satisfaction reflects an emotional state influenced by employee attitudes, work situations, and the relationship between supervisors and subordinates. Satisfaction is a feeling experienced by an individual, where they feel content and happy when their expectations are met or when what they receive exceeds what they hoped for. Job satisfaction is an employee's attitude toward their work, related to work conditions, cooperation among colleagues, rewards received for work, and factors concerning both physical and psychological aspects (Sutrisno, 2019).

Several behavioral patterns can be identified in government employees that indicate a lack of job satisfaction. Typically, these individuals show low motivation and enthusiasm in performing their tasks. They often display lethargic attitudes or lack of interest in assigned projects, resulting in a diminished enthusiasm for completing their work. Additionally, they exhibit reduced engagement in meetings or team discussions and are less active in collaborating with their peers. This absence of job satisfaction is also reflected in their lack of initiative to improve their skills or pursue self-development opportunities. Consequently, their ability to meet targets or achieve goals may decline, negatively impacting overall efficiency and productivity within the government work setting.

To enhance employee satisfaction, it is crucial to implement effective human resource management techniques. The level of achievement that an organization attains in pursuing desired outcomes depends on the quality of its human resources, which must align with the criteria established by the organization. Human Resource Management, as an internal procedure and set of guidelines, plays a vital role in assisting organizations in achieving their objectives. HRM is widely recognized as an important component within the organizational framework due to its substantial contribution to the realization of organizational goals.

There are several studies in the literature that analyze the relationship between human resource management practices and job satisfaction, demonstrating a connection between the two. Based on the background, the researcher is interested in discussing "The Influence of Human Resource Management Practices on Job Satisfaction at Class IIA Kalianda Correctional Facility."

LITERATURE REVIEW AND HYPOTHESIS
Human Resource Management Practices

Human Resource Management Practices are a series of activities, processes, and strategies undertaken by an organization to effectively manage human resources (HR) in order to achieve its business objectives. Sedarmayanti (2007) characterizes human

resource management as a set of policies and practices related to people or human resources within a managerial framework, including activities such as recruitment, selection, training, rewards, and performance appraisal.

Job Satisfaction

Job satisfaction, according to Wijono (2012), can be defined as the positive emotions experienced by an individual when they feel that they have successfully completed tasks or met their needs in their job, which leads to the development of work values that are very important to them. Based on this definition, Robbins (2002) further explains that job satisfaction is the result of an individual's assessment of the characteristics inherent in their job, which in turn produces positive sentiments.

Social Exchange Theory

Social exchange theory serves as the grand theory in this research. The main figure behind social exchange theory is George Homans, later developed by Blau in 1964. This theory posits that employees engage in an exchange relationship with the organization, providing rewards based on what they receive from it. Optimal organizational support through human resource management will lead to employee satisfaction with the organization.

In the context of organizations and human resource management, social exchange theory is widely used to understand and enhance the quality of relationships between employees and their organization. Specifically, this theory has been applied to explain the drivers of behavior that can encourage positive attitudes and behaviors among employees toward the organization they work for.

Hypothesis

Based on this, the researcher formulates the following research hypothesis:

> H: Human resource management practices have a positive effect on employee job satisfaction at the Class IIA Kalianda Correctional Institution.

METHOD

In this study, the researcher employs a quantitative method through a scientific and systematic process to explain the influence of human resource management practices on employee job satisfaction at the Class IIA Kalianda Correctional Institution, resulting in objective research data that can be clearly communicated through statistical analysis in numerical form.

This research design applies a causal design, which explains the cause-and-effect relationship between the variables used. The influence between the two variables in this study is as follows:

Independent Variable (X): Human Resource Management Practices
Dependent Variable (Y): Job Satisfaction

The primary data for this research consists of questionnaires, which are the main source of the study. Primary data is obtained from the completed questionnaires filled out by employees at the Class IIA Kalianda Correctional Institution, located in South Lampung Regency, Regional Office of the Ministry of Law and Human Rights of Lampung. Secondary data for this research is gathered from various literature studies, including books, articles, journals, regulations, and previous research. These data sources must be relevant to the issues being examined in this study.

The population of this research consists of 85 employees at the Class IIA Kalianda Correctional Institution. In this study, a non-probability sampling method is used, specifically saturated or total sampling, where the complete population is used as the sample. This methodology is chosen because the population being studied is relatively small, consisting of only 85 employees from the Class IIA Kalianda Correctional Institution.

The analysis process in this research utilizes the determination test, regression test, and significance test. Thus, this study will analyze the impact of human resource management practices on employee job satisfaction at the Class IIA Kalianda Correctional Institution.

RESULTS AND DISCUSSION
Validity Test
The variable of human resource management practices consists of three dimensions: training, compensation, and performance evaluation, using 15 statement items as measurement tools. The results from the R table indicate a sample size (N) of 85 with a value of 0.213. The validity test results show that all items from variable X, totaling 15 items, have a calculated R value greater than the R table value. Additionally, the comparison between the significance values and 0.05 shows that all items yield significance values less than 0.05. Therefore, it can be concluded that all items in variable X, consisting of 15 items, are considered valid.

For the job satisfaction variable, which comprises three dimensions: job stability, job enrichment, and work capability, 15 statements are used as measurement tools. The validity test results indicate that all items from variable Y, totaling 15 items, have a calculated R value greater than the R table value. Furthermore, the comparison of significance values with 0.05 shows that all items have significance values less than 0.05. Thus, it can be concluded that all items in variable Y, comprising 15 items, are also considered valid.

Reliability Test
Reliability Statistics for Human Resource Management Practices
The Cronbach's Alpha value is 0.719 from 15 statement items. This indicates that the reliability testing technique used is Cronbach's Alpha, and the reliability value for all items in the instrument is 0.719 from 15 items. This figure suggests that the measurement tool has high reliability, as the Cronbach's Alpha scale ranges from 0.600 to 0.799, which is suitable for research instruments. Additionally, the reliability test results indicate that the Cronbach's Alpha value for variable X, consisting of 15 items, is 0.719, which is greater than 0.6. Therefore, it can be concluded that the instrument for variable X is reliable.

Table 1
Reliability Statistics for Human Resource Management Practices

Cronbach's Alpha	N of Items
0,719	15

Source : Data processed, 2024

Reliability Test for Job Satisfaction

The Cronbach's Alpha value is 0.721 from 15 statement items. This indicates that the reliability testing technique used is Cronbach's Alpha, and the reliability value for all items in the instrument is 0.721 from 15 items. This figure suggests that the measurement tool has high reliability, as the Cronbach's Alpha scale ranges from 0.600 to 0.799, which is suitable for research instruments. Furthermore, the reliability test results show that the Cronbach's Alpha value for variable Y, consisting of 15 items, is 0.721, which is greater than 0.6. Therefore, it can be concluded that the instrument for variable Y is reliable.

Table 2
Reliability Test for Job Satisfaction

Cronbach's Alpha	N of Items
0,721	15

Source : Data processed, 2024

Normality Test

Based on the normality test results shown in the table above, which utilized the One-Sample Kolmogorov-Smirnov method, the significance value (Asymp. Sig (2-tailed)) obtained is 0.200. This value is greater than the significance level of α = 0.05, as the significance level (α) is set at 5% and the confidence level is 95%. Therefore, it can be concluded that the data in this study are normally distributed.

Table 3
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		85
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	3,51705741
Most Extreme Differences	Absolute	,050
	Positive	,050
	Negative	-,044
Test Statistic		,050
Asymp. Sig. (2-tailed)		,200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.
Source : Data processed, 2024

Simple Linear Regression Test

In the table for "Variables Entered/Removed" above, it indicates that the independent variable (X) used is the practice of human resource management, while the dependent variable (Y) is job satisfaction. The method used for constructing the regression model is "Enter."

Table 3
Simple Linear Regression Test

Model	Variables Entered	Variables Removed	Method
1	Human Resource Management Practices [b]	.	Enter

a. Dependent Variable: Job Satisfaction
b. All requested variables entered.
Source : Data processed, 2024

In addition to the "Variables Entered/Removed" table, the results of the statistical tests in the simple linear regression test also produce an ANOVA table. The results from the statistical test in the simple linear regression analysis in the ANOVA table are as follows:

Table 4
ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	388.293	1	388.293	47.053	.000[b]
	Residual	684.930	83	8.252		
	Total	1073.224	84			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Human Resource Management Practices
Source : Data processed, 2024

In the table 4, it is shown that the significance value is 0.000, which means 0.000 < 0.05, thus H0 is rejected and Ha is accepted. With Ha accepted, there is a positive influence of human resource management practices on job satisfaction among employees at the Class IIA Kalianda Correctional Facility. Additionally, the simple linear regression test also produces a Coefficients table. The results of the statistical test in the simple linear regression analysis in the Coefficients table are as follows:

Table 5
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.633	4.188		5.882	.000
	Human Resource Management Practices	.549	.080	.601	6.860	.000

a. Dependent Variable: Job Satisfaction
Source : Data processed, 2024

Based on the table 5, which shows the Coefficients table, we can see the regression coefficients in the Unstandardized Coefficients column under the B sub-column. This column provides information on the constant value of 24.663 and the regression coefficient of 0.549. From these values, the regression equation can be formulated as follows:

Y　　=　　a + bX
Y　　=　　24,633 + 0,549X

Explanation:
X = Human Resource Management Practices variable
Y = Job Satisfaction variable
a = constant
b = regression coefficient

Based on the regression equation, it can be concluded that the constant value for the human resource management practices variable is 24.633, indicating that this value is constant. The coefficient for the human resource management practices variable is 0.549, which is positive. This indicates a direct relationship between the human resource management practices variable and the job satisfaction variable. An increase in the human resource management practices variable leads to an increase in job satisfaction, and vice versa. According to the regression formula, the value of 24.633 serves as the regression coefficient for the human resource management practices variable (X), meaning that for every 1% increase in human resource management practices (X), there will be an increase of 0.549 in job satisfaction (Y). The direct nature of the regression implies that the greater the impact of the human resource management practices, the higher the job satisfaction of employees at the Class IIA Kalianda Correctional Institution will be.

Significance Test
In the table 5, it can be observed that the calculated t value is 6.860, while from previous calculations, the critical t value based on the t-Student distribution table is 1.663. Thus, the comparison shows that the calculated t value exceeds the critical t value, or 6.860 > 1.663, which means that H0 is rejected and Ha is accepted. This indicates a positive effect of human resource management practices on job satisfaction among employees at the Class IIA Kalianda Correctional Institution.

Determination Test
Based on the table 6 regarding the results of the determination test, the R value as the correlation coefficient is 0.601. This indicates a strong positive correlation between the independent variable (human resource management practices) and the dependent variable (job satisfaction). The table also shows that the R square (r^2) value is 0.362, which indicates the extent to which human resource management practices can affect the fluctuations in job satisfaction.

Table 6
Determination Test

			Model Summary	
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.601ᵃ	.362	.354	2.873

a. Predictors: (Constant), Human Resource Management Practices
Source : Data processed, 2024

This R square value indicates that the percentage influence of human resource management practices on job satisfaction among employees at the Class IIA Kalianda Correctional Institution is 36.2%. The remaining 63.8% is influenced by other variables not explained in this study. This suggests that there are still other variables that affect job satisfaction among employees at the Class IIA Kalianda Correctional Institution, aside from human resource management practices.

CONCLUSION AND SUGGESTION

There is a positive influence of human resource management practices on job satisfaction among employees at the Class IIA Kalianda Correctional Institution. This indicates that human resource management practices have a beneficial impact on the job satisfaction of employees. The level of positive influence of these practices on job satisfaction is 36.2%, while the remaining 63.8% is influenced by other variables. This means that employee job satisfaction at the Class IIA Kalianda Correctional Institution is also affected by factors beyond human resource management practices, highlighting the need for further research into what other variables influence employee job satisfaction.

Several recommendations can be made for the development of the organization:

1. Enhancement of Training and Development Programs: The correctional institution should increase and improve structured and ongoing training programs for employees, particularly those focused on developing relevant technical skills and soft skills related to their duties.
2. More Competitive Compensation Management: The institution should review the compensation and benefits structure provided to employees to ensure it is competitive and commensurate with their job responsibilities.
3. Transparent and Objective Performance Assessment: The performance assessment process should be conducted transparently, objectively, and regularly, incorporating clear and constructive feedback for employees.

Improving human resource management practices at the Class IIA Kalianda Correctional Institution, particularly in areas such as training, compensation, performance assessment, workplace relationships, and career development, can significantly contribute to enhancing employee job satisfaction. By implementing these recommendations, it is hoped that human resource management in the correctional institution will better support employee well-being and overall job satisfaction.

REFERENCES

Bader, A. A and Khuzama, M. A. (2021). The Impact of Human Resource Management Practices and Job Satisfaction on Employee Performance in the Ministry of Foreign Affairs of Kuwait. Journal of University of Shanghai for Science and Technology

Edy, S., (2019). Manajemen Sumber Daya Manusia. Cetak ke sebelas. Prananda Media Group, Jakarta.

Fatma, C.(2020). The Role of Human Resource Management Practices and Employee Job Satisfaction in Predicting Organizational Commitment in Saudi Arabian Banking Sector. Artikel Internasional. International Journal of Sociology and Social Policy.

Govand, A. and Nabaz N. A. (2021). The Impact of Human Resource Management Practice on Organizational Performance. Artikel Internasional. International journal of Engineering, Business and Management

Handoko, T. H. (2020). Manajemen Personalia & Sumberdaya Manusia. BPFE 55 Yogyakarta.

Mahsun, M. (2009). Pengukuran Kinerja Sektor Publik (3th ed). Yogyakarta: BPFE.

Mohammed, et al (2019). Human Resources Management Practices and Organizational Commitment in Higher Education. Artikel Internasional. International Journal of Educational Management

Omar, et al (2020). The Impact of Human Resource Management Practices and Career Satisfaction on Employee's Turnover Intention. Artikel Internasional. Management Science Letters.

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia No. 6 Tahun 2022.

Priyono, M. (2008). Manajemen Sumber Daya Manusia. Penerbit Zifatama Publisher, Cetakan Pertama.

Sofyandi, H. Manajemen Sumber Daya Manusia. Yogyakarta: Graha Ilmu, 2013.

Sondang P. S.. 2014. Manajemen Sumber Daya Manusia. Jakarta : Bumi Aksara.

UU Nomor 20 Tahun 2023 tentang Aparatur Sipil Negara.

Yousef, A. dan Shadi, A. (2020). Human Resource Management Practices and Employee Performance: The Role of Job Satisfaction. Artikel Internasional. Journal of Asian Finance, Economics and Business.