

Performance Analysis of Correctional Officers at The Purwokerto Class Iia Correctional Institution

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Abstract - The Purwokerto Class IIA Correctional Institution, located at Jalan Pasukan Pelajar Imam No. 10, is one of the correctional institutions in Central Java province tasked with providing guidance, counselling and care to inmates. Currently, the Purwokerto Class IIA Correctional Institution, in accordance with the condition of the building, is supposed to house 488 inmates, but in practice, there are 950 inmates, which means that it is over capacity. This situation has a direct impact on the 102 correctional officers at the Purwokerto Class IIA Correctional Institution, who face high work risks and heavy workloads, compounded by frequent problems in the field. In addition to the problems faced by inmates, correctional officers also experience problems related to their performance. This study aims to analyse the performance of correctional officers at the Purwokerto Class IIA Correctional Institution through the implementation of a competency-based performance management system and strategy. The focus of this research is to identify factors that influence performance, including competencies, motivation, and work environment, as well as to evaluate the implementation of the Performance Development Plan (PDP) and Performance Review in improving employee work effectiveness. The research method used is qualitative with data collection techniques through in-depth interviews, observation, and analysis of employee performance documents.

Keywords:- Performance management, Staff performance, employee competency, Staff motivation.

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LINTRODUCTION

Performance management is one of the crucial aspects in managing human resources in an organisation or company. With effective performance management, an organisation can optimally direct, assess, and develop the potential of its employees. The importance of management in an organisation is not limited to assessing the work performed by its officers/employees in a certain period, but also includes planning, training and developing human resources. Through the implementation of good performance management, an organisation can directly identify the needs or feedback required to overcome existing problems. Performance management is not only about how to improve the effectiveness of officers in the current conditions but also preparing them to compete and face the demands of the future. Amidst the rapid advancement of bureaucracy, especially in government organisations, there is a demand to provide the best service to the community. Correctional institutions are highly complex government organisations that play a strategic role in realising the nation's ideals. This will not be realised if, in implementing employee or human resource performance management, there is a lack of mutual direction and support.

Prison officers, often referred to as wardens, are individuals who are assigned the task and responsibility of supervising, ensuring the security and safety of prisoners while they are in prison. These officers are responsible for the maintenance and guidance of prisoners while they are serving their sentences in correctional institutions. However, the reality on the ground is that almost all correctional institutions in Indonesia face major challenges due to overcrowding, often referred to as overcapacity. The Purwokerto Class IIA Correctional Facility, a technical implementation unit under the Regional Office of the Directorate General of Corrections, experiences a similar situation, with a capacity of 488 inmates but a current population of 950. This situation has a direct impact on the performance of correctional officers and the effectiveness of the implementation of tasks and functions in correctional institutions.

This situation also results in a heavier and more difficult workload for correctional officers as they have to deal with and manage more frequent problems. Performance management within the prison organisation is not running in line with its vision and mission because its human resources are not contributing to their full potential, which is influenced by both internal and external factors affecting correctional officers. The phenomena observed as a result of heavy workloads and an unsupportive work environment include the presence of staff who lack discipline in performing their duties, are unfriendly towards inmates and visitors, and are unable to effectively

address operational issues. The numerous complaints regarding these matters reflect the inadequate performance of the performance management process. The poor performance of correctional officers has resulted in the ineffective implementation of performance management within the correctional institution organisation.

In view of the phenomena occurring in the Purwokerto Class IIA Correctional Facility, special attention is required from all elements. The performance of correctional officers is key to creating security and order and realising the vision and mission of a correctional institution that is humane, honest and professional. Obstacles within the organisation need to be evaluated so that correctional officers can be more professional in carrying out their duties and functions.

II.LITERATURE REVIEW

- **Human resource management**

In an organisation, human resource management plays a very important role. This can be proven by the fact that without human resources, an organisation that has planned good performance management will not be able to implement it without competent human resources. People are the driving force in an organisation to help realise the organisation's vision and mission. In line with the definition of human resource management, human resource management is a strategic and coherent approach to managing an organisation's most valuable assets, namely the people who work within the organisation, both individually and collectively, in order to contribute to the achievement of the organisation's objectives (Amstrong in Hasibuan, 2011:37). Furthermore, Kasmir (2016:16) explains that human resource management is a process of managing people through planning, recruitment, selection, training, development, compensation, career, safety and health, and maintaining industrial relations until termination of employment in order to achieve company goals and improve welfare. According to Handoko (2017:10), human resource management is the recruitment, selection, development, maintenance, and utilisation of human resources to achieve both individual and organisational goals. Experts explain that human resources play a strategic role in an organisation and are an important asset among the various resources in an organisation. By balancing employee capabilities and implementing effective and optimal human resource management processes, an organisation's objectives can be realised.

- **Organisational Behavior.**

Organisational behaviour can be defined as an effort to understand, predict and manage behaviour in an organisational context (Luthans, 2011:20). Organisational behaviour investigates how individuals, groups and structures within an organisation influence behaviour within it with the aim of applying the knowledge gained to improve organisational performance and effectiveness (Robbins & Judge:2013). Furthermore, Greenberg & Baron (2008) explain that organisational behaviour is a disciplinary process that aims to broaden insights into various aspects of behaviour within organisations using a scientific approach. Organisational behaviour in the context of correctional facilities refers to how individuals interact and behave within the scope of correctional facilities, which includes the dynamics of the relationship between prisoners and the general public. The benefits of organisational behaviour in a correctional environment include:

- a. Organisational behaviour acts as a roadmap for members' lives within the organisation.
- b. Conducting systematic research, which is useful in understanding and predicting the life of an organisation.
- c. Organisational behaviour helps each individual to understand their own behaviour and that of others within the organisation so that they can improve interpersonal relationships among individuals within the organisation.
- d. It helps managers understand and influence the environment and events or issues within their organisation.
- e. Organisational Behaviour Analysis helps prevent problems within the organisation.
- f. It provides managers with the basic motivation to effectively direct and supervise their employees.
- g. Organisational Behaviour is useful in maintaining industrial relations.
- h. Management principles, if applied effectively within an organisation, will greatly assist in motivating employees and retaining them within the organisation.

- **Employee Competence**

In carrying out work in an organisation, every employee must have the competencies needed to fulfil the demands of their job. Competencies are essential for employees to work professionally and effectively. Employee competencies must always be honed, either through self-training or continuous training from the organisation. According to Dermawan (2018), competencies are abilities, i.e. an individual's capacity to perform various tasks in a job. Furthermore, it is said that an individual's abilities are shaped by two factors, namely intellectual ability and physical ability. Intellectual ability is the ability required to perform mental activities, while physical ability is the ability required to perform physical activities. Employee agility is rooted in Work Adjustment Theory (P-E fit), which was developed to explain the extent to which individuals are able to adapt to the demands of work in a dynamic environment (Bretz & Judge, 1994).

Employee agility is defined as a combination of adaptive, responsive, proactive, flexible, creative, and resilient abilities in facing changes at work (Sherehiy & Karwowski, 2014). Thus, agile individuals are not only able to adapt, but also able to anticipate and take advantage of changes as opportunities. Furthermore, according to Miftahul et al. (2017), competence is a characteristic that underlies an individual's effectiveness in their work or a basic characteristic of an individual that has a causal relationship effect relationship with the criteria used as a reference, effective or performing excellently or superiorly at work or in certain situations. In the context of government organisations, particularly correctional institutions, employee competencies play a very important role, not only in terms of self-defence but also in terms of communication with prisoners and understanding the conditions and situation of the work environment, which are very important assets. In addition to employee competence in creating a safe and conducive prison environment in the current era of organisational dynamics, employees are also required to have the competence to guide prisoners in order to provide them with the necessary tools to prepare for reintegration into society after serving their sentences. The indicators of staff competency variables according to Spencer and Spencer in Jufri (2018) are:

- a. Knowledge is information possessed by an individual. Knowledge is the main component of competence that is easily identified. An individual who knows a lot about many things is not necessarily able to do what he knows.
- b. Skill is the ability to do something well.
- c. Self-Concept is an individual's attitude or values. An individual's values are reactive in nature and can predict what a person will do in the short term. Self-concept is influenced by the values that a person has acquired from childhood to a certain point in time.
- d. Traits are inherent characteristics, such as consistent reactions to something. These traits are physical, cognitive, and social characteristics that are permanently attached to a person.
- e. Motives are things that a person consistently thinks about or desires, which can result in actions. Needs, desires, and concerns, which usually occur unconsciously, will influence a person's thinking to achieve their work goals, which will ultimately have an impact on their behaviour.

Based on the above explanation, competency indicators are a body of knowledge used to determine the standards that government agencies or organisations can apply to their employees in order to carry out a job or task based on the skills and knowledge of the employees, supported by the work attitude required in an organisation.

- **Performance**

Performance is the output produced by a function or indicator of a job or profession within a certain period of time. An employee's performance is the result of the synergy of a number of factors, namely internal organisational factors, external environmental factors, and internal employee or staff factors. According to Mangkunegara (2017:67), performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them.

Furthermore, Fauzi & Nugroho (2020:2) state that performance is the work results achieved by an individual, whether in the form of goods or services, which are used as the basis for evaluating employees or work organisations and reflect employees' knowledge of their work. The performance of employees in public organisations, such as correctional institutions, is influenced by a number of factors, both from within and outside the organisation. Internal factors include motivation, discipline, responsibility, and job satisfaction, while external factors include leadership, reward systems, and working conditions (Rivai & Sagala, 2014). The performance of employees is not only influenced by individual abilities but also by how an organisation provides its employees with opportunities to improve. Therefore, organisations need to create a sustainable performance management system so that employees can demonstrate optimal work results. Recent research reinforces this view. Mdhlalose (2023) in *The Systematic Review of Effective Performance Management Systems in Organisations* emphasises that an effective performance management system must involve continuous feedback, an active role for leaders, and senior management support in the evaluation process. In the context of public organisations such as prisons, employee performance plays an important role in maintaining order, security, and the successful rehabilitation of prisoners. Therefore, the implementation of an effective performance system needs to focus on the input, process, and output aspects, where ability, motivation, and work facilities are the main determinants in producing optimal performance. As emphasised by Mathis & Jackson (2019), employee performance is a function of ability, motivation, and opportunity, so that the success of an organisation depends on the extent to which these three elements are managed in a balanced manner. This occurs when employee performance can be understood as the result of synergy between individual abilities, organisational support, and a fair evaluation system. Thus, officer performance does not focus solely on administrative efficiency but also implements professional public service values oriented towards providing good service to both prisoners and the community.

III. RESEARCH METHODOLOGY

In this study, the researcher used qualitative descriptive research. The main objective of qualitative descriptive research is to understand social phenomena or symptoms by focusing on a complete description of the phenomena being studied, breaking them down into interrelated variables. The focus of this case study is on the quality, responsibility, discipline, and quantity of correctional officers at the Purwokerto Class IIA Correctional Facility. The research data sources came from primary data containing the results of interviews with key informants and other informants, which were expected to provide additional information related to this research, determined by purposive sampling, namely employees of the Class IIA Purwokerto Correctional Institution in Banyumas Regency. Meanwhile, the secondary data came from documents and scientific studies. The data collection techniques used were observation, interviews, documentation, and triangulation.

IV. RESULTS AND DISCUSSION

Employee Performance at the Purwokerto Class IIA Correctional Institution

- **Quality**

Based on the results of research conducted by the author, it was found that the quality of work of employees at the Purwokerto Class IIA Correctional Institution was still in line with the tasks assigned to them and their abilities. However, there are still employees who perform tasks such as incomplete reports or leaving the workplace during working hours, which contradicts the concept of employee work quality, where results can be measured by the effectiveness and efficiency of work performed by human resources or other resources in achieving company goals or objectives properly and effectively. In implementing performance management in an organisation, there needs to be an improvement in work quality that provides benefits for the employees themselves. There are several ways to improve the quality of work for employees, especially correctional employees, including providing internal training, giving rewards to employees with certain qualifications, and applying technology in their work to facilitate and improve the quality of correctional employees' performance. According to Kasmir (2016:102), it is important to create a work environment that improves the quality of work of employees in the organisation, namely the responsibility and interest of leaders to create an environment for quality improvement; shared values, attitudes and behaviours are necessary to improve quality; quality improvement targets implemented by the organisation; open communication and good teamwork; recognition can encourage actions that are in line with values, attitudes and behaviours to improve quality.

Based on this, it is known that the quality of employees at the Purwokerto Class IIA Prison is still not optimal in carrying out their duties and functions, as there are still employees who make reports that are inaccurate, incomplete, and leave their posts during working hours. The quality of work of employees at the Purwokerto Class IIA Prison is greatly influenced by several factors, such as the goals and abilities of the employees themselves, the exemplary behaviour of leaders, and fairness within the organisation. Supported by Government Regulation No. 53 of 2010 concerning Civil Servant Discipline, which is the first step towards creating a professional, accountable, and humane civil service. Therefore, Purwokerto Class IIA Prison needs to support the quality of its employees' work by setting an example from the leadership in terms of respecting working hours, arriving on time and leaving on time, providing technical or managerial training for prospective leaders, and rewarding exemplary employees. This will indirectly create a healthy work environment and improve the quality of employee performance. Therefore, in carrying out their duties and functions, prison staff are always disciplined because, as civil servants, they are required to consciously comply with all applicable regulations and social norms and to be at the forefront in providing the best service to the community.

- **Quantity.**

Based on the results of research conducted by the author, it can be seen that the number of employees at the Purwokerto Class IIA Correctional Facility is appropriate for the tasks and functions, but the results of the tasks assigned to employees at the Purwokerto Class IIA Correctional Facility vary, with some results being optimal and others less than optimal. This depends on the diligence, responsibility, and work motivation of the correctional officers themselves. In addition to these internal factors, there are also external factors that can influence the results of the tasks and functions of officers, including heavy workloads due to overcapacity, where the maximum capacity of the Purwokerto Class IIA Prison is 488 inmates, but in reality there are nearly 900 inmates with only 10 officers per team, which also has an impact on the speed of completing tasks. According to Sedarmayanti (2017), work quantity describes how much output is produced in a certain period of time and is greatly influenced by efficiency levels, individual abilities, and the availability of facilities and infrastructure. When linked to the case that occurred at the Purwokerto Class IIA Prison, the limited number of employees meant that each individual had to handle a high volume of work, ranging from supervising prisoners, providing administrative services, to guiding inmates. These conditions caused physical and mental fatigue, which ultimately reduced the quantity of work output and fell short of the organisation's expectations.

Furthermore, Hasibuan (2016) emphasises that the quantity of work is not only measured by the amount of work completed, but also by timeliness and consistency in achieving organisational targets. Referring to this statement, it can be concluded that increasing the quantity of work performed by correctional officers is not enough by simply adding to their workload or working hours. Rather, it must be balanced with increased motivation, competence, and work system efficiency so that in order to achieve organisational goals and good performance management, changes are needed not only for individuals but also for the organisational system. This is in line with the opinion of experts Rivai and Sagala (2014) that employee productivity can increase if the organisation is able to provide support in the form of proportional work distribution, adequate work facilities, and rewards for employees who are able to complete tasks beyond the target. Solutions to increase the quantity of work performed by correctional officers can be implemented through measures such as reorganising the division of tasks, utilising information technology for administration and reporting, and enhancing cooperation between officers to achieve a more balanced distribution of work. In addition, to increase work motivation, it is necessary to provide rewards based on work output, which can also motivate employees to increase their productivity. It is hoped that with these suggestions, the number of tasks completed will meet expectations and the effectiveness of the Purwokerto Class IIA Correctional Institution will improve, enabling the optimal implementation of guidance and security for inmates.

- **Discipline**

Work discipline is an important aspect in assessing the performance of officers. Officers at Purwokerto Class IIA Prison come from different backgrounds in terms of origin, age, and education, which has an impact on their character and discipline. Based on the results of the author's research, it was found that Purwokerto Class IIA Prison officers are already quite disciplined, but there is still room for improvement. Most officers comply with the prison's operating hours, adhere to the SOPs implemented in the organisation, and carry out their duties in accordance with operational standards. However, the author also found that there are problems in the context of officer discipline, such as among officers working shifts (shift system), as well as minor violations of rules and regulations, such as late administrative reports. According to Hasibuan (2016), discipline is an individual's awareness and willingness to comply with all applicable organisational regulations and social norms. This means that discipline is not solely due to coercion, but grows from an individual's awareness of their responsibilities. Furthermore, Mondy (2014:162) states that "Discipline is a condition of self-control and orderly behaviour that demonstrates the true level of cooperation in an organisation. In line with the above opinion, Rivai and Sagala (2014) add that discipline is key to creating order and efficiency in an organisation, because without discipline it is impossible to achieve optimal work results. The application of discipline for correctional officers is not only limited to punctuality at work but also maintaining order in the performance of duties and safety in a high-risk work environment. Responding to the problems that occurred at the Purwokerto Class IIA Correctional Facility, there is a need to update the performance management system, whereby an effective disciplinary system must be accompanied by consistent supervision, fairness in the imposition of sanctions, and open communication between leaders and employees. Therefore, if there are officers who neglect their duties, whether intentionally or unintentionally, there should be immediate reprimands from management to have a direct effect on other officers that discipline is an essential aspect. Even if there are officers with high levels of discipline, appreciation from management must also be given so that the effectiveness of the organisation is higher in response to even small changes. Thus, discipline is not only enforced through sanctions, but also built through appreciation and a positive organisational culture.

- **Responsibility**

According to Mangkunegara (2011), responsibility is a person's willingness to bear all risks for the decisions and actions taken in carrying out their duties. Referring directly to this expert opinion, it is clear that a sense of responsibility among officers, particularly correctional officers, is crucial to organisational performance. In the prison environment, correctional officers are required to perform their duties accurately, be meticulous in their administration of prisoners, and demonstrate high integrity in their work. The study found that most officers at Purwokerto Class IIA Prison have a high sense of responsibility towards their work. They continue to carry out their duties despite limited personnel and high work pressure. However, some respondents mentioned that there are still employees who are not proactive in taking initiative or tend to wait for instructions from their superiors when there is work to be done, especially in urgent situations. Correctional officers who have a high sense of responsibility will show high loyalty and seriousness in carrying out their duties and functions. Furthermore, Gibson, Ivancevich, and Donnelly (2012) stated that a sense of responsibility grows from an individual's awareness of their role and contribution to the organisation's goals. In line with what Robbins and Judge (2017) stated, employee responsibility can be increased through empowerment, which is giving employees greater trust and autonomy in making work decisions. A solution is needed to address the root cause of the problem of employee responsibility in organisations. Responsibility can be increased by providing basic managerial training for field

staff in particular, clarifying job descriptions, and involving them in the process Performance evaluation and open dialogue. This step is in line with the principle of participatory management, which fosters a sense of ownership of work and improves performance accountability. By doing so, it is hoped that the discipline and responsibility of officers will improve, or it can be concluded that these two aspects are very complex in improving officer performance. Discipline creates order and compliance with rules, while responsibility fosters moral awareness and professionalism at work. In essence, if these aspects are managed well, performance management within the prison organisation will run smoothly and strengthen a positive work culture within the Purwokerto Class IIA Prison environment, thereby promoting organisational effectiveness.

Factors Hindering Employee Performance at the Purwokerto Class IIA Correctional Institution

Based on the results of research conducted by the author at the Purwokerto Class IIA Correctional Institution, there are a number of factors that are major obstacles to the performance of correctional officers, both internal and external. These obstacles have a direct impact on the effectiveness of task implementation within the correctional institution, including:

- **Organisation.**

The performance management system has not been optimally implemented and is not yet running consistently in the Purwokerto Class IIA Prison organisation. Performance reviews have not been fully implemented by leaders at echelon 5, echelon 4 and the prison head, there is a lack of feedback from leaders when subordinates encounter obstacles or problems in the organisation, and there is a lack of training for low-performing officers. This is in line with the findings of Mdhlalose (2023), who states that an unsustainable performance management system will create a gap between employee evaluation and development. In addition, the suboptimal coordination between subsections is an obstacle in the Purwokerto Class IIA Prison organisation. Amstring (2014) explains that the effectiveness of a performance management system is determined by the alignment between individual goals and organisational strategies, and the author found that the alignment of performance planning at the Purwokerto Class IIA Prison has not been fully implemented in accordance with the organisation's strategic targets.

- **Performance motivation**

The author found that, in addition to organisational factors, individual factors were the main cause of prison officer performance issues. Research shows that some officers still lack the technical and social skills to deal with problems that arise in residential blocks, such as fights and misunderstandings between inmates, which disrupt security and order. Spencer and Spencer (1993) explain that competence includes basic individual characteristics such as knowledge, skills, self-concept, personal traits, and motives that influence performance. Officers who have not received training in coaching or conflict management tend to have difficulty adapting to the pressures of working in a prison environment. The low work motivation experienced by officers at the Purwokerto Class IIA Prison is influenced by two components, namely the reward factor. The author found that the Purwokerto Class IIA Prison organisation provides very few rewards for its officers, and in fact, never does so, which has a direct impact on their performance, causing them to work carelessly. Then there is the hygiene factor, such as poor working conditions and relationships between employees, as well as the continuing gap in rank. The educational background and social class of prison officers also have an impact on their performance, resulting in them not performing their duties and functions optimally due to poor relationships between employees and a lack of mutual support.

- **Work environment factors.**

Work environment factors also pose challenges for correctional officers, which impact their performance within the organisation. Based on field data, the ideal capacity of the prison is only 488 inmates, but the number of inmates has reached more than 950. This overcapacity has doubled the workload of officers and poses a high risk to occupational safety. A crowded work environment also causes psychological pressure, stress, and mental fatigue for officers. An uncomfortable work environment can reduce concentration, morale, and productivity among correctional officers. According to Rivai and Sagala (2014), an unsupportive work environment will worsen the quality of public services because employees lose focus and motivation in carrying out their duties. The Purwokerto Class IIA Correctional Facility still has issues that need to be addressed immediately, such as limited control room facilities, suboptimal security facilities, and the underutilisation of information technology to support the performance of correctional officers in both administrative tasks and the supervision of inmates.

V. Conclusions and recommendations

Conclusion

Based on the results of the research conducted by the author and the analysis of the implementation of the performance management system at Purwokerto Class IIA Prison, it can be concluded that the effectiveness of correctional officers' performance is greatly influenced by three main components, namely individual competence, performance management systems, and the work environment. From an individual perspective, some officers do not yet have optimal technical and social competencies, so they still need capacity building through training and ongoing mentoring from the organisation. In addition, work motivation also tends to decline due to a lack of appreciation and recognition of employee achievements and the absence of penalties for employees who violate rules and regulations, resulting in negligence and a decline in officer performance. From an organisational perspective, the implementation of Performance Reviews and Performance Development Plans (PDP) has not been carried out consistently within the prison organisation. This has a direct impact on the low follow-up of performance evaluation results, so that the performance management system has not yet fully become a tool for continuous improvement. Meanwhile, in terms of the work environment, overcapacity of inmates, limited infrastructure, and high workloads are the biggest obstacles to the implementation of guidance and security tasks. In general, this study confirms that the effective implementation of Strategic Performance Management (SPM) in correctional institutions requires not only measurable performance indicators, but also strong support from human factors, organisational systems, and conducive working conditions. A result-based performance management approach has been proven to promote accountability, professionalism, and a results-oriented work culture in correctional institutions.

VI. Recommendations

Based on research conducted by the author at the Purwokerto Class IIA Prison organisation to improve the performance of prison officers, the author has several recommendations, including:

- a. It is necessary to implement a continuous training programme based on competency gap analysis, particularly in the areas of inmate rehabilitation, interpersonal communication, and conflict management.
- b. The performance review process must be conducted periodically and objectively, accompanied by concrete follow-up actions such as coaching, mentoring, or promotion for high-performing employees.
- c. A more participatory and transformational leadership style is essential to create two-way communication between leaders and staff. Prison leaders are expected to set an example in applying the values of integrity, empathy, and professionalism.
- d. Prisons need to instil a work culture that emphasises responsibility, openness, and innovation. A results-based reward and recognition system can be used to encourage employees to be more productive and results-oriented.
- e. To increase the responsibility of officers at the Purwokerto Class IIA Correctional Institution, it is hoped that motivation can be provided in the form of awards for officers with good performance and also by ensuring that officers' salaries are in accordance with the minimum wage and that additional income allowances are provided in accordance with the workload of the employees, as well as by striving to make honorary officers become civil servants.
- f. To improve employee work effectiveness, the Head of the Purwokerto Class IIA Correctional Institution is expected to form a facilitation team or implementation team with sufficient authority to facilitate, monitor and evaluate the use of technology in order to improve performance at the Purwokerto Class IIA Correctional Institution.
- g. To increase the quantity of work performed by employees, it is hoped that the Head of the Purwokerto Class IIA Correctional Institution will pay more attention to the workload assigned to employees, adjusting it to the target time required to complete the tasks and work.

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