Human Resource Development Strategy at the Makassar Immigration Detention Center

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Keywords:	Abstract
Human Resource Development, Immigration Detention, Refugee Services, SWOT Analysis, Immigration Policy	This study aims to examine the human resource development strategies implemented at the Makassar Immigration Detention Center (Rudenim) and to formulate recommendations for improving the effectiveness of refugee services. Employing a qualitative approach with a descriptive method, the research involved key informants, including institutional leaders, administrative staff, the Head of the Personnel Affairs Division, and other relevant stakeholders engaged in refugee management at Rudenim Makassar. The findings reveal that Rudenim Makassar possesses strengths such as experienced personnel and well-established immigration policies. However, challenges remain, including heavy workloads, limited administrative technology, and psychological pressures faced by officers in handling refugees. The SWOT analysis highlights the need to address these weaknesses and threats through strategic initiatives. Recommended strategies include strengthening technical and soft skills training, implementing performance-based evaluation systems, adopting technology-driven HR management practices, and establishing stronger collaboration with international organizations such as UNHCR and IOM. These recommendations underscore the importance of sustainable and innovative policies to enhance employee competencies, thereby ensuring that refugee services at Rudenim Makassar are more professional, responsive, and aligned with global humanitarian dynamics.

1. Introduction

Human resource (HR) development is widely recognized as a critical driver of institutional effectiveness and sustainability. In public organizations, particularly those dealing with complex and dynamic environments, the ability to adapt, learn, and enhance competencies is essential for maintaining service quality. Continuous HR development not only improves individual employee skills but also strengthens organizational capacity to respond to evolving challenges (Boxall & Purcell, 2016). Within the Indonesian public sector, HR development has become increasingly important as institutions face rising demands for transparency, efficiency, and accountability.

The Immigration Detention Center (Rumah Detensi Imigrasi/Rudenim) of Makassar represents a public institution operating under particularly challenging conditions. Its primary mandate involves managing immigration detainees, upholding national security, and ensuring compliance with international human rights obligations. Employees in this environment must simultaneously address administrative, security, and humanitarian responsibilities. These multidimensional tasks create significant pressure on staff performance, making HR development an institutional priority rather than a discretionary effort.

Despite its strategic importance, HR development at Rudenim Makassar continues to face substantial obstacles. Employees are burdened with heavy workloads, while opportunities for professional training remain limited. The adoption of technology in daily operations is still inadequate, and facilities often fail to support effective performance. As a result, employees are at risk of experiencing physical and mental exhaustion, which can undermine both individual productivity and institutional credibility. These challenges indicate the urgency of formulating effective HR development strategies that are not only context-specific but also aligned with broader organizational goals.

Theoretically, HR development in public institutions can be framed through competency-based approaches and organizational learning theory. Wibowo (2015) emphasizes that competency development enhances employee adaptability, while organizational learning fosters innovation and resilience. Both perspectives highlight the importance of equipping employees with the skills, motivation, and institutional support necessary to perform effectively. However, previous studies have largely focused on HR development in general public organizations, with limited attention to immigration detention centers that operate under unique security and humanitarian pressures.

This study seeks to address that gap by analyzing HR development strategies at Rudenim Makassar. By identifying existing challenges and opportunities, the research aims to propose practical recommendations for strengthening employee competencies, improving motivation, and enhancing service quality. In doing so, this study contributes not only to the literature on HR development in public sector institutions but also provides actionable insights for policymakers and practitioners responsible for managing immigration detention centers in Indonesia.

2. Literature Review
2.1 Immigration Detention Center

An Immigration Detention Center (*Rumah Detensi Imigrasi* or *Rudenim*) is a facility managed by the Directorate General of Immigration in Indonesia. It is used to detain and monitor foreign nationals who have violated immigration regulations. These individuals may lack legal residency permits, have overstayed their visas, or be undergoing repatriation or deportation processes. The Rudenim serves as a temporary holding place for foreigners before they are returned to their home countries or resolve their immigration matters.

Within Rudenim facilities, immigration detainees are treated in accordance with human rights standards, even though they remain under strict supervision by immigration officers. Rudenim also plays a role in the government's efforts to manage and control migration, maintaining national security and public order in relation to the entry and exit of foreign nationals.

According to Indonesian government regulations, the Immigration Detention Center (Rudenim) is a temporary shelter for foreign nationals subject to immigration administrative measures in the form of deterrence, deportation, or expulsion from Indonesian territory. Rudenim is regulated under the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number 50 of 2016 concerning Immigration Detention Centers.

In the regulation, Rudenim is defined as a facility intended to detain foreigners who commit immigration violations, such as lacking proper documentation or overstaying their residence permits. These administrative measures are part of the government's efforts to enforce immigration law and maintain national security. Foreign nationals are held at Rudenim temporarily until their legal or administrative immigration matters are resolved, including repatriation if required. The facility is also designed to ensure that the handling of foreign nationals aligns with human rights standards, even though they are subject to administrative detention.

2.2 SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. It is a model used to analyze organizations, both profit-oriented and non-profit, with the primary objective of understanding the organization's condition comprehensively (Rangkuti, 2014). SWOT analysis is a descriptive analysis of situations and conditions. It categorizes situations and conditions as input factors and groups them based on their contributions. SWOT analysis is a tool designed to describe the situations an organization is currently facing or may encounter in the future.

This analysis identifies various factors to help formulate organizational strategies. It is based on the logic of maximizing strengths and opportunities while minimizing weaknesses and threats. Strategic decisions require consideration of both internal factors (strengths and weaknesses) and external factors (opportunities and threats).

According to Rangkuti (2014), the benefits of SWOT analysis include:

a. Providing a comprehensive overview of an organization from four perspectives: strengths, weaknesses, opportunities, and threats.

b. Serving as a reference in developing long-term strategic plans.

c. Enhancing stakeholder understanding and attracting potential partners interested in mutually beneficial collaborations.

d. Acting as a routine evaluation tool to assess the progress of previously made decisions.

Case analysis involves the intellectual process of formulating and recommending solutions so that appropriate management actions can be taken based on the conditions or information obtained. Strategic case analysis does not yield absolute right or wrong answers because each resolved case often leads to new approaches and emerging problems. The final stage of case analysis is formulating decisions to be taken. Strategic decisions are validated over time meaning the correctness of a decision is proven only after a certain period.

The most critical aspect of analysis is understanding all the information in a case, analyzing the situation to identify emerging issues, and deciding on immediate actions to resolve them. To identify organizational problems, in-depth research is needed to formulate quick and effective strategies. Considerations in decision-making include:

a. **Strengths**: Elements that give the organization a competitive edge, such as product superiority, unique skills, and resources that distinguish it from competitors. Strengths include resources, financial stability, leadership, public image, and relationships.

b. **Weaknesses**: Internal limitations in skills, resources, or capabilities that hinder the organization's performance. These may involve inadequate facilities, poor financial condition, weak management, marketing limitations, or negative branding.

c. **Opportunities**: Favorable conditions or trends in the external environment that offer potential growth or success for the organization.

d. **Threats**: External factors that may hinder organizational performance if not managed properly. Threats may include rapid technological changes, new or revised regulations, and increased competition.

Strengths and weaknesses are internal factors, while opportunities and threats are external. SWOT analysis is a powerful strategic planning tool when decision-makers can leverage strengths and opportunities while minimizing internal weaknesses and external threats. A SWOT matrix can clearly show how an organization's external opportunities and threats align with its internal strengths and weaknesses. The matrix helps develop four strategic types: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats).

2.3 Human Resource Concept

In general, the concept of human resources can be classified into two categories: macro and micro. At the macro level, human resources refer to the total number of people in the productive age within a country. At the micro level, it refers to individuals working in specific institutions.

Various scholars define human resources from different perspectives. According to Malayu Hasibuan (2012), human resources are the integrated capabilities of an individual's intellectual and physical powers. Human capability should not be viewed from only one aspect it encompasses both mental and physical abilities.

For example, an employee working in an office must use intellectual abilities to solve

work-related problems. This must be supported by physical endurance, such as the ability to remain focused and productive while sitting for long hours. Hasibuan (2012) also defines human resources as individuals who are ready, willing, and able to contribute to the achievement of organizational goals. Since each organization has different goals, the required competencies will also vary.

Even though human capabilities are flexible, the readiness and willingness of individuals must not be overlooked. No matter how skilled an individual is, their contributions will be meaningless if they are not practically applicable or if the individual is unwilling to contribute. Zainal and Rivai (2014) describe human resources as one of the input elements in the production process that will be transformed into outputs such as goods or services to achieve organizational goals. Human resources, as an input, must work in combination with other elements like capital, materials, machinery, methods, and technology.

In addition to academic perspectives, the term "human resources" is also defined in the *Kamus Besar Bahasa Indonesia* (Indonesian Dictionary) as the human potential that can be developed for production processes. Since human potential varies across individuals, it requires a specific management system human resource management to optimize it. Humans are the most vital resource in an organization, but they are also the most complex. This complexity arises from the unique characteristics of each individual, especially in the workplace.

Even with similar levels of education, age, and socio-cultural backgrounds, employees may not necessarily be managed the same way. Each individual requires personalized approaches to ensure optimal contributions to the organization. Initially, salary was often the main factor influencing whether someone wanted to work at a particular company. However, over time, other factors like recognition and appreciation have become equally important. This shift emphasizes the growing importance of human resource management.

Management, derived from the Old French word *ménagement*, means the art of planning and organizing. According to the *Kamus Besar Bahasa Indonesia*, management refers to two things: (1) the effective use of resources to achieve goals, and (2) the leadership responsible for managing a company or organization.

3. Research Method
3.1 Research Approach and Type

The research approach used in the study titled *"Human Resource Development Strategy at the Makassar Immigration Detention Center (Rudenim)"* is a **descriptive qualitative method**. Creswell & Poth (2018) define qualitative research as an approach used to explore and understand the meaning individuals or groups ascribe to a social or human problem. This research emphasizes an interpretative process, involving data collection in natural settings without intervention and data analysis that is inductive and interpretive in nature.

The study focuses on understanding the strategies implemented by the management of the Immigration Detention Center (Rudenim) Makassar in improving human resource (HR) competence, motivation, and performance. This research involves interviews with relevant Rudenim officials—such as heads of units and management staff—to understand the HR development policies being applied. In addition, direct observation of work activities and training programs will be conducted to analyze the effectiveness of the strategies used. Internal documents, such as training reports and performance evaluations, will also be analyzed to complement the data.

This approach aims to explore both the challenges and opportunities in HR development, providing relevant recommendations based on field findings. The research is expected to offer practical insights to Rudenim managers for improving HR quality, particularly in the immigration sector.

3.2 Researcher's Role Management

Managing the researcher's role refers to how a researcher positions themselves throughout the research process to ensure valid and objective results while maintaining scientific integrity. The key aspects include:

a. Observer Role The researcher maintains a certain distance from the research subjects to ensure minimal interference with data collection, which helps preserve objectivity—particularly crucial in qualitative research where direct interaction with participants occurs.

b. Active Data Collector Role Involving interviews, observations, or document studies. The researcher must ensure accurate and unbiased data collection techniques to avoid skewed results.

c. Analyst Role Once data is collected, the researcher acts as an analyst, processing data methodologically using qualitative or mixed methods while ensuring that interpretations are not influenced by personal opinions or expectations.

d. Participant Liaison Role The researcher also acts as a liaison, ensuring smooth communication with respondents. Building trust, maintaining ethical standards, and ensuring voluntary participation are vital.

e. Decision-Maker Role The researcher must make decisions regarding methods, analysis techniques, and ethical policies—such as handling sensitive data, maintaining confidentiality, and ensuring data quality.

Managing these roles is essential for ensuring the credibility and validity of the research and ensuring the findings genuinely represent the studied phenomena.

3.3 Research Location and Time

This research will take place at the Makassar Immigration Detention Center, located at Jl. Bollangi, Patalassang District, Gowa Regency, South Sulawesi Province. The study is planned to be conducted between November and December 2024.

3.4 Data Sources

Qualitative research typically uses two main data sources:

a. Primary Data Primary data is collected directly by the researcher from first-hand sources (Hasan, 2002). In this study, data will be gathered through in-depth interviews with informants to capture their direct perspectives. The researcher will also observe behaviors, processes, or specific phenomena within the studied environment. Informants are selected based on their roles and involvement in HR management and refugee services at Rudenim Makassar. These include the Head of Rudenim, Administrative Officers, and the Head of Human Resources, chosen for their strategic insights on HR development policies and implementation. Operational staff and other related personnel are also interviewed to provide perspectives on challenges, training needs, and policy effectiveness.

b. Secondary Data. Secondary data supports and complements primary data. It comes from sources that do not directly provide data to the researcher. These include previous research relevant to the topic, official policy documents, regulations, or government-issued reports. Additionally, the researcher may utilize published academic articles and publicly available data from statistical agencies or national surveys.

3.4 Data Collection Techniques

According to Sugiyono (2018), data collection in research can be conducted through various methods, depending on whether the study is qualitative or quantitative. In this case, the researcher employed several techniques to gather the necessary data at Rudenim:

a. **Observation**

The researcher records behaviors or phenomena as they occur. According to Sugiyono, observation can be participatory (researcher is involved) or non-participatory (researcher merely observes).

b. **In-Depth Interviews**

This qualitative method is used to gain deep

insights into the perspectives, experiences, or views of individuals on a given topic. In this research, interviews are conducted with key strategic planners at Rudenim Makassar, including the Head of Rudenim and heads of departments.

c. Documentation. This involves reviewing documents or archives to collect relevant information for the research.

d. Data analysis is the process of systematically searching and organizing data collected from interviews, field notes, and other materials so that findings are easily understood and communicated (Sugiyono, 2018).

The data analysis method used in this study is **mixed analysis**—combining qualitative analysis with SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The qualitative approach helps explore detailed insights, while the SWOT framework provides a systematic way to assess internal and external factors influencing the studied phenomenon.

Stages of Mixed Qualitative and SWOT Analysis:

1. Qualitative Data Collection
   a. Data is initially gathered through in-depth interviews, observation, and document analysis to gain detailed insights into internal and external conditions faced by Rudenim strategic planners.
   b. This rich qualitative data often reveals new perspectives on strengths, weaknesses, opportunities, and threats that are not immediately visible.

2. Categorizing Data Using SWOT Framework
   After data collection, the findings are classified into SWOT categories:
   o Strengths: Internal advantages identified through interviews or observations (e.g., skilled employees, strong organizational culture, or advanced technology).
   o Weaknesses: Internal limitations (e.g., lack of specific skills, poor communication, inefficient processes).
   o Opportunities: External potentials (e.g., industry trends, government policies, technological advances).

o Threats: External risks (e.g., rising competition, regulatory changes, economic uncertainty).

3. Data Integration and Triangulation
   The approach also involves triangulating qualitative data with SWOT findings. Data from interviews, observations, and documents are compared to validate findings and strengthen interpretation. For example:
   o Observational data might support employee interviews about weaknesses in training.
   o Interviews with leaders may reinforce opportunities already identified in documentation.

4. Strategy Formulation
   Based on the SWOT analysis, the researcher formulates actionable strategies for the organization. These include:
   o SO Strategy (Strengths–Opportunities): Leverage internal strengths to seize external opportunities.
   o WO Strategy (Weaknesses–Opportunities): Address internal weaknesses by utilizing external opportunities.
   o ST Strategy (Strengths–Threats): Use internal strengths to overcome external threats.
   o WT Strategy (Weaknesses–Threats): Minimize weaknesses to avoid external threats.

   The SWOT quadrant helps formulate strategies that align with strategic issues. Strategies must be selected based on a comprehensive evaluation of internal and external conditions, aligning with the organization's mission, goals, and resource allocation.

4. Research Results and Discussion

4.1 Research Findings

a. Human Resource Development Strategy Implemented at the Immigration Detention Center (Rudenim) Makassar

Human Resources (HR) play a crucial role in enhancing the effectiveness and efficiency of organizations, including government

institutions such as the Immigration Detention Center (Rudenim) in Makassar. Optimal HR management is key to improving employee performance, especially in addressing dynamic challenges in the field of immigration and refugee handling.

The HR development strategy at Rudenim Makassar encompasses several aspects, including competency improvement through training, the optimization of work culture, and the utilization of information technology to support administration and service delivery.

Previous studies have shown that a well-directed HR development plan can significantly improve organizational performance. For example, research by Dessler (2018) revealed that continuous training and development programs contribute to increased employee work effectiveness. Furthermore, Noe et al. (2020) emphasized the importance of adapting to regulatory changes and utilizing technology-based systems to enhance the work quality of public sector employees. These findings are relevant to Rudenim Makassar, where shifts in immigration policies and alignment with international standards require employees to continuously develop their skills and knowledge.

At Rudenim Makassar, HR development strategies are also carried out through collaborative approaches, such as partnerships with other institutions for training and the use of online learning platforms to enhance employee competencies. This strategy aligns with research by Robbins & Judge (2019), who stated that collaborative work cultures and supportive leadership can boost motivation and employee effectiveness in carrying out their duties.

However, Rudenim Makassar still faces several challenges in HR development, such as budget constraints for training programs and limited access to external training resources. In this context, innovative strategies are necessary to ensure HR development continues effectively despite limitations. Armstrong & Taylor (2021) found that public sector organizations that can optimize technology-based training and

internal mentoring tend to improve the efficiency and effectiveness of HR development without relying entirely on external training.

Considering these aspects, the HR development strategy at Rudenim Makassar is expected to continuously adapt to organizational needs and external challenges. Efforts to improve employee skills, support career development, and create a conducive work environment are essential to developing professional, competent, and immigration-ready human resources.

Based on interviews with informants, the HR development strategy at Rudenim Makassar can be analyzed using the SWOT (Strengths, Weaknesses, Opportunities, and Threats) approach. This approach provides a comprehensive picture of the internal and external conditions affecting HR management effectiveness at Rudenim Makassar.

b. SWOT Analysis of Human Resource Development at Rudenim Makassar
1) Strengths

Informants revealed that Rudenim Makassar's human resources possess legal expertise, which is crucial for immigration-related tasks. Employees are also adaptable to changing regulations and exhibit skills relevant to their respective roles. A collaborative work culture is an added strength, enabling cross-unit and cross-functional cooperation to facilitate task completion.

Supportive facilities such as reliable internet access, adequate operational infrastructure, and specific training programs enhance employee performance. One informant noted that data security training has been implemented well, though it remains limited to certain staff members. These findings align with Noe et al. (2020), who stated that organizations with a strong work culture and structured training support tend to perform better in HR development.

2) Weaknesses

Despite many advantages, some weaknesses remain in HR management at

Rudenim Makassar. A key issue is the lack of innovation in HR management and the need to improve internal communication. Some employees still struggle to develop technical skills, particularly in networking and communication technologies—areas increasingly vital in modern administrative systems.

Furthermore, recruitment processes are limited to specific employee categories, which hinders career development for staff from diverse backgrounds. Employee motivation for self-development is also a concern, although opinions on this vary. One informant mentioned that available training programs are still too few, limiting opportunities for competence enhancement. This supports Armstrong & Taylor's (2021) findings that a lack of career development programs can reduce employee motivation and productivity in the public sector.

3) Opportunities

Informants noted opportunities for employees to engage in self-initiated training and collaborate with other agencies to enhance their skills. Some employees have also participated in seminars and online training as alternatives to limited in-house training.

Technological advancements also present opportunities for digital system implementation to increase work efficiency, making it easier for employees to access information and manage tasks. Another opportunity lies in collaboration with external institutions, though such efforts are not yet consistently pursued. Some informants mentioned past partnerships, but these must be balanced with available budgets. Robbins & Judge (2019) emphasized that organizations capable of building external partnerships have greater potential to improve HR competencies.

4) Threats

External factors present threats to HR development at Rudenim Makassar. The primary challenge is budget limitations, which affect the quantity and quality of training that can be offered. Additionally, regulatory uncertainties often force employees to adapt to policy changes without adequate training.

Some informants expressed concern about the risks associated with implementing new technologies that staff have not yet fully mastered. This can hinder work effectiveness, especially without proper training. Dessler (2018) highlighted that a major challenge in HR development in the digital era is employee readiness to adopt new technologies, which requires more adaptive learning strategies.

c. SWOT Analysis Table

Based on the informants' responses in Table 5.1, the following IFAS and EFAS tables were developed:

Table 4.2 – IFAS (Internal Factor Analysis Summary)

Internal Factors	Weight	Rating	Score (Weight x Rating)
Strengths			
HR excellence in Rudenim Makassar	0.15	4	0.60
Employee skills and competencies	0.12	3	0.36
Training programs and their effectiveness	0.10	3	0.30
Work culture and HR development support	0.12	4	0.48
Resources supporting performance	0.10	3	0.30
Weaknesses			
Weaknesses in HR management	0.10	2	0.20
Limited employee technical skills	0.08	2	0.16
Recruitment and career development process	0.08	2	0.16
Motivation and self-development support	0.08	3	0.24
Insufficient training availability	0.07	2	0.14
Total IFAS Score	1.00		2.94

Table 4.3 – EFAS (External Factor Analysis Summary)

External Factors	Weight	Rating	Score (Weight x Rating)
Opportunities			
External HR development opportunities	0.15	3	0.45
Impact of government policy changes	0.12	3	0.36
Technology utilization for employee skills	0.12	4	0.48
Potential collaboration with external agencies	0.10	3	0.30
Immigration industry trends	0.08	3	0.24
Threats			
External challenges hindering HR	0.12	2	0.24
Competition with other institutions	0.05	1	0.05
Impact of regulatory changes on HR	0.08	3	0.24
Economic uncertainty affecting training	0.10	3	0.30
Risks of new technology or systems	0.08	2	0.16
Total EFAS Score	1.00		2.82

d. Conclusion from IFAS and EFAS Analysis

- **IFAS total score = 2.94** indicates that internal factors strongly support HR development at Rudenim Makassar.
- **EFAS total score = 2.82** suggests that the organization has good opportunities but must manage external threats effectively.
- Therefore, the recommended strategy is an **Aggressive (SO) Strategy**, which leverages internal strengths to seize external opportunities.

Table 4.4 – SWOT Matrix: HR Development Strategy at Rudenim Makassar

Internal vs. External Factors	Opportunities (O)	Threats (T)
Strengths (S)	1. Leverage HR excellence to engage in external training initiatives 2. Use adaptable skills to align with policy changes and tech advancements	1. Use existing IT infrastructure to mitigate risks from tech transitions 2. Strengthen collaboration to reduce effects of regulatory uncertainty
Weaknesses (W)	1. Improve internal communication through digital platforms 2. Utilize external partnerships to enhance limited in-house training	1. Address recruitment gaps with more inclusive programs 2. Implement continuous internal training to minimize dependence on external resources

4.2 Discussion

a. Human Resource Development Strategies Implemented at the Immigration Detention Center (Rudenim) Makassar to Address Complex Operational Challenges

1) Staff Training and Development

Officers at the Immigration Detention Center (Rudenim) Makassar face various challenges that demand both technical and non-technical competencies. To enhance work effectiveness and deliver optimal services to refugees, human resource development must be strengthened through training in three main areas: technical training on immigration regulations and refugee handling, soft skills development, and psychological and mental resilience training to cope with work-related stress.

2) Technical Training: Immigration Regulations and Refugee Handling
Immigration officers must have a comprehensive understanding of constantly evolving immigration regulations and international standards in refugee handling. Technical training is essential to ensure every officer is well-versed in the latest policies, deportation mechanisms, and protection procedures for vulnerable groups.

A study by Van Hout & Molleman (2020) emphasized that the quality of refugee management is significantly influenced by officers' understanding of regulations and international protection standards. Proper training enables officers to handle refugee cases more professionally, reduce potential legal conflicts, and improve coordination with organizations such as UNHCR and IOM.

b. Soft Skills Development: Communication, Negotiation, and Conflict Mediation

In addition to technical competencies, soft skills such as effective communication, negotiation, and conflict mediation are crucial when dealing with refugees from diverse cultural backgrounds. Officers at Rudenim frequently interact with individuals experiencing trauma, making empathetic communication key to building harmonious relationships. A study by Pincock, Betts, & Easton-Calabria (2021) revealed that strong communication and negotiation capacities help reduce tensions between officers and refugees and foster greater compliance with detention center regulations. Therefore, training focused on soft skills is essential for officers to interact in a professional and humane manner.

c. Psychological and Mental Resilience Training
Working in a detention environment with complex dynamics can lead to psychological stress among officers. They often encounter emergencies, conflicts among detainees, and heavy administrative workloads. Thus,

psychological training aimed at enhancing mental resilience is imperative. Hesketh et al. (2017) found that mental resilience training programs for detention officers contribute to improved occupational well-being, reduced stress levels, and greater efficiency in handling difficult cases. With such training, officers are better prepared to face psychological challenges in the field while maintaining optimal service quality.

Technical training, soft skills development, and mental resilience training are the core strategies to improve human resource quality at Rudenim Makassar. Comprehensive training programs will better prepare officers to face workplace challenges. Moreover, as supported by previous studies, investing in human resource development not only boosts individual performance but also enhances overall detention management effectiveness.

The implementation of training must be continuous and tailored to the specific needs of the officers to ensure that Rudenim Makassar can function optimally in managing refugees and immigrants in accordance with national and international standards.

d. Recommended Human Resource Development Strategies for the Makassar Immigration Detention Center (Rudenim)
To enhance the effectiveness of refugee management at the Makassar Immigration Detention Center (Rudenim), a comprehensive human resource development strategy is essential. Employees working at Rudenim face numerous challenges, including the complexity of immigration regulations, the socio-cultural dynamics of refugees, and psychological pressures from handling sensitive cases. Therefore, strengthening both technical and non-technical competencies must be a priority in human resource development strategies.

1) Strengthening Staff Capacity through Training and Competency Development
To manage refugees effectively, Rudenim Makassar staff must possess adequate technical and soft skills. Therefore, structured training

programs on immigration regulations and refugee management are crucial to enhancing their competencies. Training on immigration law and refugee handling is vital in improving staff performance. By understanding both national and international policies related to refugees, employees can better fulfill their duties, including administrative tasks and direct services to refugees. Hovil (2016) emphasizes that a thorough understanding of immigration regulations ensures that every action taken aligns with applicable laws at both the national and international levels.

In addition to technical aspects, soft skills are also critical to improving the quality of interaction between staff and refugees. Communication, negotiation, and conflict mediation skills are essential for building better relationships with refugees and other stakeholders. Betts and Collier (2017) highlight that strong interpersonal skills improve effectiveness in addressing social and cultural challenges commonly encountered in refugee environments. Effective communication allows staff to better understand refugees' needs and convey policies in a persuasive and humane manner.

Moreover, working in high-pressure environments such as Rudenim requires strong mental resilience. Therefore, psychological and mental health training is necessary to prepare staff to cope with challenging field conditions. Garnier et al. (2018) found that stress and mental health management training enhances work resilience and reduces emotional fatigue among refugee-handling personnel. With such training support, staff are expected to remain emotionally stable and professional when facing field challenges. This strategy can be implemented through partnerships with UNHCR, IOM, and academic experts in immigration and refugee management.

2) Skill-Oriented Staff Selection and Rotation

To ensure that refugee-handling staff have the appropriate competencies, Rudenim Makassar should implement a more structured selection and rotation system. The employee selection process should consider specific criteria relevant to the duties of refugee management. In-depth understanding of international law is essential, as refugee policies are strongly influenced by global conventions and interrelated national regulations. Cross-cultural communication skills are also critical due to the diverse backgrounds of refugees, who differ in language, customs, and psychosocial conditions. Garnier et al. (2018) state that employees with knowledge of international law and strong communication skills tend to manage refugees more professionally and humanely. Prior experience in refugee handling also adds value by improving service quality and decision-making in complex situations.

In addition to a rigorous selection process, regular job rotation is also key to improving staff capacity. Rotating employees across various units—such as immigration administration, refugee services, and special case handling—can help develop more comprehensive skills. Turner (2019) emphasizes that job rotation not only reduces burnout but also broadens staff understanding of refugee management. This exposure fosters flexibility and a deeper understanding of the operational mechanisms across different units, ultimately improving organizational effectiveness. Studies show that job rotation enhances employee adaptability and accelerates skill mastery (Carvalho et al., 2020).

3) Performance Evaluation and Incentives for Outstanding Employees

Performance-based evaluation is an effective strategy to increase productivity in the workplace. Recommendations in this area include:

Establishing clear performance indicators is a strategic step in improving human resource management at Rudenim Makassar. These indicators may include efficiency in handling refugee cases, refugee satisfaction with services provided, and compliance with applicable regulations. With objective metrics in place, employees can clearly understand performance

expectations and strive to meet organizational goals. Garnier et al. (2018) highlight that performance-based evaluations improve accountability and professionalism in executing responsibilities. These indicators also help management identify challenges and areas for improvement in refugee services.

In addition to evaluation, offering incentives or rewards is an effective way to motivate staff. Incentives can take the form of financial rewards, promotions, or other forms of recognition that align with employee contributions. Betts and Collier (2017) argue that rewarding high-performing staff boosts individual morale and fosters a competitive and productive organizational culture. With proper incentives, employees are more motivated to work optimally, especially in delivering prompt, accurate, and humane services to refugees— ultimately improving the overall quality of services at Rudenim Makassar.

Podsakoff et al. (2018) found that transparent performance evaluations and incentive systems enhance employee motivation and loyalty.

4) Utilizing Technology for HR and Immigration Administration Management

Technology plays a vital role in optimizing HR management and expediting immigration administrative processes. Recommended steps for Rudenim Makassar include:

Implementing digital systems for human resource management can significantly enhance work efficiency. For example, a digital employee data management system enables real-time and accurate performance tracking, facilitating more effective data-driven decision-making. Carvalho et al. (2020) emphasize that digitalization in HR reduces administrative errors, increases transparency, and accelerates staff evaluations. Such systems allow management to monitor staff contributions more easily and target competency development accordingly.

Automating immigration administration is another key step in improving service efficiency. Manual processes often consume significant time and energy, potentially delaying refugee services. Hovil (2016) states that automating immigration processes reduces manual workload, speeds up document processing, and improves data accuracy for decision-making. With automation, staff can focus more on strategic tasks like providing personalized and humane support for refugees. These technological implementations ultimately enhance service quality and human resource management effectiveness at Rudenim Makassar.

Garnier et al. (2018) also assert that technology adoption in public administration improves efficiency and reduces human error in data management.

5) Collaboration with International Organizations and Related Agencies

Collaboration with UNHCR, IOM, and both governmental and non-governmental agencies will enhance refugee management effectiveness. Strategies include:

Partnerships with international organizations are crucial for human resource development at Rudenim Makassar. One possible implementation is conducting training and mentoring programs led by organizations such as UNHCR and IOM. These programs aim to enhance staff capacity in managing refugees professionally and in accordance with international standards. Betts and Collier (2017) emphasize that global organizations' involvement in immigration training deepens understanding of refugee protection policies, case management procedures, and cross-cultural communication skills. Such training equips Rudenim staff to handle challenges in refugee services more effectively.

Besides international training, experience-sharing programs with other institutions also serve as strategic means to broaden staff insight and skills. These exchanges can be conducted both domestically and internationally with institutions that have more advanced refugee management systems. Hovil (2016) highlights that sharing best practices

helps identify innovative solutions and accelerate the adoption of more effective policies. Through such programs, Rudenim staff can learn more efficient approaches to service delivery, administration, and case handling—ultimately enhancing professionalism and strengthening the immigration system to face global refugee challenges.

Turner (2019) affirms that partnerships with international organizations accelerate capacity-building and raise service standards in refugee management.

e. Recommended Human Resource Development Strategies for Rudenim Makassar Based on SWOT Analysis

Based on the SWOT analysis results, the human resource development strategy at the Makassar Immigration Detention Center (Rudenim) can be formulated using a combined approach of Strengths, Weaknesses, Opportunities, and Threats. These strategies are structured into four categories: SO (Strengths–Opportunities), WO (Weaknesses–Opportunities), ST (Strengths–Threats), and WT (Weaknesses–Threats).

1) SO Strategy (Strengths–Opportunities): Leveraging Strengths to Capture Opportunities

This strategy aims to utilize Rudenim Makassar's internal strengths to capitalize on external opportunities.

a) **Enhancing technical and soft skill training** for employees to deepen their understanding of immigration regulations and refugee management. This can be done through collaboration with UNHCR and IOM, providing training based on international best practices (Betts & Collier, 2017).

b) **Utilizing digital systems in HR management**, such as technology-based applications for employee data and refugee administration, to improve workflow efficiency (Carvalho et al., 2020).

c) **Implementing experience-sharing programs** with other institutions, both nationally and internationally, to broaden employees' perspectives and improve professionalism in refugee handling (Hovil, 2016).

2) WO Strategy (Weaknesses–Opportunities): Addressing Weaknesses by Seizing Opportunities

This strategy is designed to overcome Rudenim Makassar's internal weaknesses by maximizing external opportunities.

a) **Implementing competency-based staff selection**, focusing on knowledge of international law and cross-cultural communication skills to enable more professional refugee handling (Garnier et al., 2018).

b) **Introducing regular task rotation programs** to improve employee experience in various fields, including refugee services, immigration administration, and special case handling (Turner, 2019).

c) **Increasing employee incentives and recognition** to boost motivation and encourage better performance in managing refugees (Betts & Collier, 2017).

3) ST Strategy (Strengths–Threats): Using Strengths to Overcome Threats

This strategy focuses on leveraging internal strengths to counter external threats.

a) **Establishing clear performance evaluation systems** using key indicators such as case-handling efficiency and compliance with regulations, ensuring service standards remain high despite external pressures (Garnier et al., 2018).

b) **Strengthening mental health and psychological resilience training** to prepare employees for the psychological stress caused by policy uncertainty and an increasing refugee population (Garnier et al., 2018).

c) **Integrating technology in immigration administration**, reducing manual workloads and increasing accuracy in refugee data management (Hovil, 2016).

4) WT Strategy (Weaknesses–Threats): Minimizing Weaknesses and Avoiding Threats

This strategy addresses internal weaknesses while mitigating the impact of external threats.

a) **Increasing the number and capacity of employees**, ensuring a more balanced workload and improved refugee service delivery.

b) **Developing more flexible Standard Operating Procedures (SOPs)** that still align with national and international immigration regulations, helping staff manage refugees under varied circumstances.

c) **Strengthening collaboration with key stakeholders**, including government agencies and international organizations, to enhance institutional capacity in managing refugee dynamics effectively.

5. Closing

5.1 Conclusion

Based on the research findings on human resource development strategies at the Immigration Detention Center (Rudenim) Makassar, it can be concluded that the effectiveness of refugee services is highly influenced by the quality and preparedness of the staff. The key conclusions are as follows:

a. The human resource development strategy at Rudenim Makassar has been implemented through technical training programs on immigration regulations, refugee management, and the development of soft skills such as communication and negotiation. Nevertheless, operational challenges, including excessive workloads and psychological stress, remain persistent barriers that require more systematic and sustainable solutions.

b. The recommended human resource development strategies include strengthening psychological support and resilience training for staff, implementing performance-based evaluation systems, and optimizing the use of digital technology in

immigration administration. Furthermore, collaboration with international organizations such as UNHCR and IOM should be intensified to enhance staff capacity in handling refugees more effectively and professionally.

5.2 Recommendations

Based on the research results and SWOT analysis, several practical recommendations can be implemented by Rudenim Makassar:

a. **Enhancing training programs**: Expand both technical and soft skills training, particularly in immigration regulations, refugee management, communication, and negotiation. Staff recruitment should prioritize candidates with knowledge of international law and cross-cultural communication. Task rotation programs should also be introduced to broaden staff experience and competencies.

b. **Strengthening performance systems**: Develop performance-based evaluation mechanisms, provide structured incentives, and automate administrative processes to improve efficiency. At the same time, reinforce partnerships with UNHCR, IOM, and relevant government agencies to facilitate capacity building through joint training and knowledge-sharing initiatives.

c. **Encouraging further research**: Future studies should incorporate quantitative methods to objectively assess the effectiveness of human resource development strategies. For example, indicators such as staff performance scores, refugee service delivery times, and employee resilience levels could be measured. Comparative research with other immigration detention centers is also recommended to generate broader insights, alongside an analysis of the impacts of recent policy reforms and the role of technology in human resource development.

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