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Job Performance of Women and Child Protection Service Institution

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ABSTRACT

The evaluation on job performance of a provider institution for women and children protection service has an important role in handling victims of violence, exploitation, discrimination on women and children; however, with various limitations, the service objectives are difficult to achieve. Cases of sexual violence are increasing, perpetrators can be prosecuted but trauma recovery for victims has not been maximized; this study aims to evaluate the antecedents, transactions and outcomes of the job performance of the institution. The method used is the evaluation research method based on the Stake's Countenance Model. The results of this study indicate that the antecedent component is in the moderate category and tends to be low, as well as the transactions and outcomes components. In order to get maximum results from the components of transactions and outcomes, the quality of the antecedent components must be improved, which includes human resource expertise, provision of facilities, financing sourced from the government, corporate social responsibility and the community.

Keywords: Job Performance, Institution of Women and Child Protection Service, Violence, Exploitation, Discrimination

1. INTRODUCTION

The performance of service providers for victims of violence is increasingly important and needed because of the increase in cases of violence, especially sexual violence, exploitation, neglect and mistreatment of women and children, accompanied by its impact in other fields, e.g., education.

¹⁰ The role of service providers institution is very urgent to protect women and children who are victims of violence. However, public complaints against the performance of service providers institution for victims of violence have not been optimal. Victims of violence, especially children who are returned to their parents or family, have not fully recovered from the trauma. The problem of protection, social rehabilitation and social reintegration still leaves a long series of problems both within the victim and the community in the victim's neighbourhood. In fact, there are at least five types of services that should be provided, namely: first, complaint handling; second, health services; third, social protection and rehabilitation; fourth, legal aid; and fifth, social reintegration.[1] However, all of this cannot be done optimally due to limitations in service provision.

Another complaint from the public about the less-than-optimal performance of institutions providing services to protect women and children is that after the case is reported, the main focus is more on resolving legal issues against the perpetrators. When the perpetrators can be handled by law enforcement officers, the service provider considers that advocacy actions against cases of violence can be resolved. Perpetrators can be sent to prison after being proven to have committed a violent crime (especially cases of sexual violence). Even though the victim has experienced trauma and if it is not treated seriously for a long period of time, the victim can experience the impact of suffering on an ongoing basis.

Institutions that provide women and children protection services are service centres that are integrated in efforts to empower women in various fields of development, as well as protect women and children from various types of discrimination and acts of violence, human trafficking, and many other cases.

³¹ In the Law of the Republic of Indonesia Number 35 of 2014 concerning Amendments to Law Number 23 of 2002 concerning Child Protection, article 59 paragraph (1) states that "The Government, Regional Government, and other State Institutions are obliged and responsible

for providing special protection to the child" [2]. Furthermore, in paragraph (2) it is stated that: "Special Protection for Children as referred to in paragraph (1) is given to: (a) Children in emergency situations; (b) Children in conflict with the law; (c) Children from minority and isolated groups; (d). Economically and/or sexually exploited children; (e). Children who are victims of abuse of narcotics, alcohol, psychotropic substances, and other addictive substances; (f) Children who are victims of pornography; (g) Children with HIV/AIDS; (h) Child victims of kidnapping, sale, and/or trafficking; (i) Child victims of physical and/or psychological violence; (j) Child victims of sexual crimes; (k) Child victims of terrorist networks; (l) Children with disabilities; (m) Child victims of abuse and neglect; (n) Children with deviant social behaviour; and (o) Children who are victims of stigmatization from labelling are related to the condition of their parents. So, the job performance of the institution of women and child protection services is very important to special protection."

According to Pariata Westra, Performance or performance is defined as the result of work, or the implementation of work tasks [3] Furthermore, Sedarmayanti stated that performance is defined as job performance that is work implementation, work achievements as well as work results [4]. The performance of "an organization depends upon the performance of employees and other factors such as the environment, the culture, leadership style and the work environment of the organization". So, job performance should be an "active determinant in achieving the target, goal, mission and vision of an organization stated in the strategic planning process" [5]

In describing the dimensions of performance, Murphy and Kroeker argue that job performance has led to general conclusions that are "overall performance". As its central concern can be traced to differences in method and focus. The factor-analytic approach is basically inductive, in that it attempts to discover the nature of performance by analysing various measures of performance [6].

The performance of institutions providing protection services for women and children is the performance or implementation of work and the achievement of work results in providing protection services for women and children. The implementation of the work must be in accordance with the main objectives in providing services, namely that the community gets services to be able to file cases, obtain health services, social protection and rehabilitation, legal assistance; social reintegration.

The quality of the results of providing protection services for women and children will determine the development of protection for women and children. In this regard, efforts to improve the quality of performance of service provider institutions, efforts to optimize

services are urgent things to do considering the increasing and widespread cases of violence, exploitation, discrimination, human trafficking, neglect and mistreatment of women and children.

There are five types of basic services available in the institution, namely: (1) Complaint Handling; (2) Health Service; (3) Social Protection and Rehabilitation Services; (4) Legal Services; (5) Social Reintegration Service.

In the context of providing operational services, there are two Ministerial Regulations for Women's Empowerment and Child Protection, namely Ministerial Regulation No. 01 of 2009 concerning Minimum Service Standards for Integrated Services for Witnesses and/or Victims of the Crime of Trafficking in Persons in Regencies/Cities; (2) Ministerial Regulations No. 01 of 2010 concerning Minimum Service Standards for Integrated Services for Women and Children Victims of Violence. The point is that in handling cases of women and children there are four scopes of cases, namely: violence, exploitation, neglect and mistreatment of both women and children.

2. RESEARCH METHOD

The problem of this research is focused on evaluating the performance of women and child protection service providers which are covered in three components, namely: (1) antecedent, (2) transaction, (3) outcome. this study aims to describe and analyse evaluatively the aspects that affect the evaluation components as follows: (1) the antecedent environment of providing protection services for women and children; (2) the process of providing women and children protection services; (3) outcomes and impacts of providing women and children protection services.

The method used in the evaluation research on the performance of women and child protection service providers is the Countenance Evaluation Model from Robert E. Stake. This model is considered more flexible because researchers can make adjustments according to the focus and objectives of the study. Stake states: "...each evaluator will have to make a very different adaptation to suit each situation" [7]. Thus, every evaluator who conducts evaluation research can make adjustments according to the situation including the object and goals to be achieved.

Stake identifies three stages in the evaluation, namely:

- (1) Antecedent's phase: the initial stage to evaluate the initial conditions or environmental conditions required for service delivery;
- (2) Transaction's phase: the implementation phase. So, at this stage the process of implementation or service delivery can be evaluated;
- (3)

Outcome's phase: the final stage of evaluation is evaluating the results of service delivery.

At the antecedent stage of evaluation of the performance of women and child protection service providers, there are five aspects that are input for evaluation, namely: (1) objectives, (2) expertise and skills of service implementers or service providers; (3) availability of facilities and infrastructure; (4) local government support; (5) support from the private sector/business world. Furthermore, at the stage of the service delivery process, there are five aspects that are evaluated, namely: (1) Handling of complaints; (2) health services; (3) social protection and rehabilitation services; (4) legal assistance; and (5) social reintegration. At the Outcomes stage there are five aspects that are evaluated, namely: (1) protection of witnesses and victims, (2) trauma recovery for victims (3) Law enforcement and rehabilitation of perpetrators, (4) A decrease in cases of violence, (5) Documented case data periodically based on the cases handled.

This research was conducted in 2020 at an institution providing women and child protection services in North Sulawesi, Indonesia. Sources of data in this study are staff and experts in institutions providing services for women and children protection at the Office of Women's Empowerment and Child Protection in districts/cities in North Sulawesi Province. The next data source is community members who have received purposively determined services according to the relevance and objectives of this study. Data were collected through observation, interviews and documentation. Furthermore, the data analysis technique used is Congruence and Contingency Analysis among the components being evaluated. Congruence analysis is used to analyze the suitability between aspects of each component, then compared with the criteria, while contingency analysis is used to analyze the relationship between antecedent components, transactions and outcomes in all aspects of service.

3. RESULT AND DISCUSSION

The performance of an institution is determined by the policies and management of available resources as well as support from the community, especially corporate social responsibility. The quality of performance of institutions providing child protection services affects the quality of human resources in the future.

In this evaluation study, there are three components studied, namely antecedents, processes (transactions), results (outcomes) of the implementation of providing protection services for women and children.

3.1 Antecedent

The antecedent component which is the input environment in providing services to the community in

the field of protecting women and children, shows that the average is in the moderate category with a score of 63%. These results indicate that the quality of the antecedent environment with a score of 63% indicates that there are aspects that need to be improved, especially in the aspects that are still in the low category and the moderate category which tends to be low (which is in the score range of 31-50%). There are aspects that are in the moderate category which tend to be low, namely the financial support needed in providing services, especially victim outreach. Only 60% of the funds have been obtained to fulfil service needs. The funds come from the government (50%) and the corporate social responsibility (10%). If analysed qualitatively based on the components of contingency and congruence, it can be stated that there will be obstacles in the process and results of service delivery if these antecedent components cannot be improved in quality.

The main improvement that needs to be done in the aspect of funding. This funding is very much needed both in the provision of facilities and infrastructure as well as in the overall operational activities of providing basic services to reach victims in remote areas both on land and in archipelagic areas; continuous improvement of skills and skills of service providers; as well as all other determinants of the antecedent component.

3.2 Transactions

The Transactions component is the process of providing services by staffs to the community. As explained above, there are five basic service components, namely:

(1) complaint handling; in this type of service, the results of the study indicate that the handling of complaints is in the high category (100%), where staffs who serve the public who report cases can provide excellent service; (2) health services; Health services can be carried out by well-coordinated health workers. However, improvement is still needed, especially for emergency handling such as cases of violence, especially sexual violence. Delay in handling victims of sexual violence has the potential to harm victims in further treatment (especially in the legal and psycho-social fields); (3) Social protection and rehabilitation; Protection in other relevant fields including social rehabilitation is still lacking. The inadequacy of safe houses or shelters for assisting victims causes the protection of victims to be unable to be carried out. Likewise, social rehabilitation for recovery and assistance to trauma victims, including returning victims to their homes which are far from the service unit, cannot be carried out due to various inhibiting factors, both in terms of the availability of officers and financing of transportation facilities, and others; (4) Legal assistance; legal aid services can be provided. Law enforcement efforts by providing legal assistance in the process of

handling cases, including assisting victims from the investigation level to the courts, can be carried out optimally. The perpetrators can then be brought to justice. However, efforts to obtain justice for victims, for example through the payment of restitution (compensation), have not yet been realized. There are several inhibiting factors, both technical and non-technical. Until now, the implementation of Government Regulation Number 43 of 2017 concerning the Implementation of Restitution for Child Victims of Crime is still faced with a number of obstacles; (5) Social reintegration. In general, social reintegration is an effort made to restore social relations that were severed due to conflict. In the context of providing services for social reintegration for conflict parties (perpetrators and victims), an important role that must be carried out by institutions providing services for women and children protection is to mediate and follow up on the results of the mediation. Cases of struggle for child custody, violence, exploitation, neglect and mistreatment of women and children ultimately have an impact on efforts to carry out social reintegration so that conflicts can be eliminated and even ended so that social relations can be restored between the conflicting parties.

Based on the criteria for the process component, it can be stated that the service process provided and provided is not much different. The average score on the process component, which is 66%, is in the moderate category. From the qualitative side, based on contingency or the relationship with congruence or suitability between the antecedent components and the process, it turns out that these two components are at the level of the same category, namely the Moderate Category. The aspects contained in the antecedent or input environment are related to the aspects contained in the process components. When the antecedent component is in the moderate category, it turns out that this also affects the process of implementing service delivery. The shortcomings that exist in the antecedent component, namely the lack of availability of funds and the inadequate availability of infrastructure, have apparently influenced the service delivery process, especially in the field of social protection and rehabilitation, including social reintegration, including the return of the victim to his place of residence. Likewise in social reintegration activities that require follow-up settlements in the field.

3.3 Outcomes

The Outcomes or performance results in service delivery, based on predetermined criteria, institutions that provide women and child protection services are expected to provide excellent service according to the scope of their main tasks and functions. The outcomes are in the moderate category with a score of 70%. The evaluation results on the outcomes component or the results of service delivery show that in the aspect of

victim protection, although it is in the moderate category, a score of 55% indicates that the level of protection for victims is still in the category that tends to be low. This is related to the availability of inadequate protection facilities such as safe houses and also the availability of operational costs if the victim must be deposited in a certain place for safekeeping; even further if the victim must be accompanied by a consultant and a protection task force.

Facts about women and girls who experience prolonged trauma due to violence, especially sexual violence, the cause can be traced, among others, from the quality of services that have been provided to them. So, even though they have received service, if the service has not been maximized, the trauma recovery has not been done completely, of course this will still leave potential problems to become new problems for the victim and those who are close to the victim.

The victims then become increasingly vulnerable to violence, exploitation, neglect and mistreatment due to their psycho-social conditions that are still problematic or have not been completely resolved.

There are a bad effects for child victims of violence which then continue into adulthood. According to Luiz Felipe Campos Fontes, Otavio Canozzi Conceição, Sthefano Machado that "this is a form of violence that is not usually recognized as a public health problem and requires governments to develop strategies. Teenagers who have been abused are at high risk of developing several biopsychosocial disorders, with repercussions on the physical, behavioural, and cognitive spheres" [8]. There are the bad effects of violence which include: anxiety disorders and depression; difficulty interacting with other people to isolation and withdrawal from the social environment; flashback to trauma; difficulty focusing; insomnia and nightmares; eating disorders; uncomfortable with physical touch; tendency to self-harm; suicide attempt; often sad or angry; blame yourself and think you deserve it; it is difficult to maintain a relationship because it is easy to get jealous, feel suspicious, afraid of a relationship, even failure in marriage; being a perpetrator of violence and bullying.

Furthermore, M. Abdul Wohab, Sanida Akhter stated that there are effects of childhood sexual abuse on Children's psychology and employment: "depression such as self-blame that can damage a person, lack of motivation to seek help, lack of empathy, isolating oneself from others, anger, and aggression— including self-harm and/or suicide attempts; Rape trauma syndrome—as a condition that predisposes female victims — young and adults — to sexual violence." Sexual violence, including rape, is seen by women as a life-threatening situation, having a general fear of mutilation and death while the attack is taking place. Immediately after rape, survivors often go into shock. They tend to feel cold, faint, experience disorientation

(mental confusion), shaking, nausea and vomiting. Post-incident, it is common for victims to experience insomnia, flashbacks, nausea and vomiting, response to shock and surprise, headaches, agitation and aggression, isolation, and nightmares, as well as dissociative symptoms or numbness and increased fear and anxiety; disassociation or detachment from reality seems always dreamy, complex and chronic dissociation can make it difficult for sufferers to function in the real world. Individuals who experience traumatic events will experience some degree of dissociation such as: partial amnesia, moving from place to place and having a new identity to multiple personalities. Abusive behaviour towards children may have immense influence on their mental, social and psychological development. In addition, experience of being sexually abused in childhood can also become a main barrier against maintaining a balance in children's future life considering their adjustment and relationship with broader communities. It can have such a long-term effect that sexual abuse during childhood can hamper their working attitude and capabilities in the adulthood. [9]

For the general public who do not understand this, it is difficult to understand that those who have experienced violence, and sometimes they are increasingly disliked and excluded. In conditions like this, it will actually lead to new problems that are increasingly complex; even the rehabilitation and recovery process will be longer and more difficult.

The impact on society will be even worse. Psycho-social disorders will be more widespread when one violence produces new violence many times over a long period of time, resulting in a long cycle without stopping. Criminal acts will continue to increase in the community. Hall, M. & Hall, J stated that. "Childhood sexual abuse has been correlated with higher levels of depression, guilt, shame, self-blame, eating disorders, somatic concerns, anxiety, dissociative patterns, repression, denial, sexual problems, and relationship problems" [10].

Until now, the perpetrators of violence against women and children are still increasing, one of the contributing factors can be traced to incomplete recovery services and then creating more multiplication of perpetrators and victims.

Therefore, efforts to improve the antecedent components and the aspects in them need to be carried out in an integrated and continuous manner so that the quality of the process and the results can be improved and improved.

Cases of violence and exploitation, especially human trafficking, which continues to increase in North Sulawesi, can be traced to the reasons for, among others, the quality of the performance of institutions providing women and child protection services, which are still faced with aspects of the antecedent component that are

not yet optimal so that they cannot optimize the transactions component. and outcomes.

4. CONCLUSION

Performance Institutions providing protection services for women and children in Indonesia play a very important role not only in protecting women and children also in protecting all Indonesian people. The results of the evaluation of the performance of women and child protection service providers in the Province of North Sulawesi, Indonesia, show that the achievements obtained are still in the moderate category and tend to be low. Evaluation of the antecedent environment is the input component that determines the performance of the institution being evaluated, including: (1) understanding the purpose of the service; (2) implementing expertise; (3) availability of service facilities; (4) availability of funding support from the government; (5) availability of funding support from the public. The weak aspect lies in the availability of service facilities, the availability of funds both from the government and the community (corporate social responsibility). Although the institution is still able to carry out its main duties and functions in the process of providing basic services for the protection of women and children, which include: (1) handling complaints; (2) Health; (3) social protection and rehabilitation; (4) law; (5) social reintegration but only reached the moderate category.

Likewise, the results of the analysis and evaluation of the components of outcomes or performance results are also in the moderate category. The level of protection for victims is in the moderate category with a score of 55%. Aspects that tend to be low are aspects of trauma victim recovery, social rehabilitation and social reintegration. Likewise, the rate of decline in cases reported by the public is still in the category that tends to be low with a score of 30%. Meanwhile, the legal aspects of handling and documenting case data are in the high category.

Based on the results of the evaluation research, it can be suggested improvements and improvements to each component being evaluated. Improvements need to be made in the provision of service facilities such as means of transportation for handling and outreach of victims, including repatriation and rehabilitation as well as social reintegration. Likewise, sufficient operational costs in the handling activities. In the protection of victims, the availability of shelter as a safe house for victims and the availability of adequate funding according to the needs of recovery based on the level of trauma and other aspects needed is urgently needed. Another important part is the continuous improvement of the expertise of service providers.

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