



## Human Resources Performance Assessment At the Vredeburg Fort Museum Yogyakarta

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**Abstract.** Vredeburg Fortress is a symbolic manifestation of peace between the Dutch and the Palace, and it has developed into a museum that plays a role in historical tourism for the community. This study assesses human resource performance in the Vredeburg Fort Museum Yogyakarta. The method used is descriptive research with a qualitative approach and data collection techniques through observation, interviews, documentation, and direct observation at the Vredeburg Fortress. The study results show that the performance assessment at the Vredeburg fortress is influenced by critical success factors, values, independence to serve, competence that has a strategic role, administrative role, development role, performance appraisal system, occupational health and safety, and compensation. The human resources department is a group of functional positions of cultural leaders that consist of financial affairs, guest services and facilitation, correspondence, personnel affairs, and household equipment affairs. Two coordinators are the coordinator of security the cultural heritage police, and the study coordinator.

**Keywords:** assessment, performance, human resources, museum, vredeburg

### INTRODUCTION

The Vredeburg Fort Museum Yogyakarta is not only a special museum for the history of the Indonesian national struggle in Yogyakarta but also a historical building that has been designated as a cultural heritage. This guidebook makes it easy for visitors to understand what the museum offers. In addition, it is expected to provide additional knowledge about the existence of the Vredeburg Fort, which has changed its function from a military function to an educational function.

The purpose of the analysis of the historical buildings of Vredeburg Fort is to find out the

history, structure, and form of historical buildings and ethnomathematics in Vredeburg Fort in terms of geometry. From this research, the results were obtained that Vredeburg Fort is a historical building relic of the 18th century by the VOC located in front of the post office of the Special Region of Yogyakarta Province and at the end of Malioboro Street. When viewed from above, the basic shape of the Vredeburg Fortress is a rectangle, and at each corner, there are other structures in the form of a congruent regular pentagon. Meanwhile, the front of this fort has a spatial geometric element, namely a beam (Faizaha et al., 2020).

Tourist interest in visiting the Vredeburg Fortress Museum is still very low. This is understandable because museum tourist attractions are still classified as newly developed tourist attractions. Therefore, it is necessary to have an appropriate and directed management strategy in order to attract tourists to visit. The strategy that will be formulated must pay attention to the strengths and weaknesses of the Vredeburg Fort Museum as a cultural heritage tourist attraction in Yogyakarta. In addition, it must also consider the opportunities and threats faced in its management to make the Vredeburg Fort Museum the main attraction of cultural heritage tourism in Yogyakarta.

The Vredeburg Fort Museum has high potential as a cultural heritage tourist attraction. However, the problem is that the Vredeburg Fort Museum is often placed in a position no different from a gallery. In addition, the museum's exhibition has not been able to explain the history of the establishment of Fort Vredeburg Yogyakarta. Even though the collection is quite adequate, the appearance and presentation are not conceptual, which makes it unable to build an emotional bond with visitors. Some museum facilities have not been optimally provided and utilized, such as museums that have not been able to accommodate the needs of people with disabilities (special needs) and early childhood. The museum also does not have post-exhibition room facilities. At the beginning of its development, the Vredeburg Fort Museum was only in demand by a limited and certain class people. But in today's modern era, the Vredeburg Fort Museum is more open to the public as a place of education and recreation for tourists. The selection of the object of this research is based on the observation that the Vredeburg Fort Museum Yogyakarta is a museum that has implemented the management concept. In addition, the Vredeburg Fort Museum has a uniqueness namely its building is in the form of a former Dutch building that has been included in the Cultural Heritage Object (BCB)

## LITERATURE REVIEW

The museum is a place to collect, store, maintain, research, publish, and exhibit collections of valuable objects in the context of the development of science, education, and culture. Therefore, collections are an important element of a museum, therefore they need serious handling in their management. A museum collection is a collection of material evidence of human beings and their environment related to one or various branches of science. Looking back at the Regulation of the Minister of Culture and Tourism Number: PM.34/OT.001/MKP-2006, dated September 7, 2006, it is stated that the *Vredeburg Fort Museum Yogyakarta* as a special museum is a Technical Implementation Unit within the Ministry of Culture and Tourism, located under and directly responsible to the Director of the Museum. The *Vredeburg Fort Museum* in Yogyakarta has the task of collecting, maintaining, preserving, researching, presenting, publishing research results, and providing cultural and educational guidance about the objects and history of the struggle of the Indonesian nation in the Yogyakarta area (Kustyaninhsih et al., 2018).

Museums are non-profit institutions that store historical objects that are then preserved for the benefit of science. The *Vredeburg Fort Museum Yogyakarta* is a unique museum that stores historical objects. The collection needs to be preserved or preserved and needs to be maintained. This research aims to discover how the collection preservation activities at the *Vredeburg Fort Museum* are related to the many types of collections in the museum. The methods used in the research with the *Vredeburg Fortress Museum* are qualitative methods and descriptive analysis, in which the author analyzes and describes all the phenomena encountered. The study results stated that the preservation at the *Vredeburg Fort Museum* was divided into preventive and curative preservation. Preventive preservation at the *Vredeburg Fort Museum* involves good housekeeping, periodic supervision of the temperature and humidity of the collection, securing the collection, and preventing damage by biological, physical, and human factors. The curative preservation at the *Vredeburg Fort Museum* is done by making improvements with chemicals in the painting collection made of metal. Fumigation is carried out using natural materials and chemicals in the paper collection. Preservation obstacles at the *Vredeburg Fort museum* include the fact that the

procedure for holding collection equipment requires an extended period (Putri & Fitriani, 2022).

Vredeburg Fort is a unique museum of the struggle of the Indonesian people in Yogyakarta. The Vredeburg Fort Museum Yogyakarta experiences various aspects, both in physical and building utilization. Vredeburg Fort, known today as the Vredeburg Fort Museum Yogyakarta, is a heritage building of the Dutch colonial period in Indonesia. As a museum, the Vredeburg Fort Museum Yogyakarta has a Vision and Mission. The vision of the Vredeburg Fort Museum is "The realization of the role of the museum as a preservation of the historical value and struggle of the Indonesian people in Yogyakarta in realizing the Republic of Indonesia." The mission of the Vredeburg Fort Museum in Yogyakarta, among others (Faizah et al., 2020):

1. Realizing the museum's role as a preservation of historical relics of the struggle of the Indonesian nation in Yogyakarta.
2. Realizing the role of museums as a source of historical information on the struggle of the Indonesian nation in Yogyakarta.
3. Realizing the role of museums as a non-formal educational medium for developing historical science with the nuances of edutainment.
4. Realizing the museum as a vehicle to increase public appreciation for the noble values contained in the fighting spirit of the Indonesian people in Yogyakarta.

## **METHOD**

In this study, the method used is descriptive research with a qualitative approach, using data collection techniques through observation, interviews, documentation, and direct observation at the Vredeburg Fortress.

### **1. Observation:**

Direct observation was carried out twice, on Wednesday, September 11, 2024, and Monday, October 7, 2024.

### **2. Interview:**

Interviews were conducted twice: a brief interview with employees at the Museum Service Unit on Wednesday, September 11, 2024, and an in-depth interview on Monday, October 7,

2024, with 2 resource persons, Mr. Poniman as an Employee for Domestic Administration and Mrs. Pipin as an Employee for Human Resources (HR) at the Vredeburg Museum.

3. **Website:** [www.vredeburg.id](http://www.vredeburg.id)

## **DISCUSSION**

### **Profile of Vredeburg Fortress**

Vredeburg Fort was first built in 1760 on the order of Sri Sultan Hamengku Buwono I and at the request of the Dutch government, which was then led by Nicholas Harting, who served as the Governor of the North Coast of Java. The initial excuse for building this fort was to maintain the palace's security. However, the real purpose of this fort was to facilitate the supervision of the Dutch overall activities carried out by the Yogyakarta palace. The construction of the fort first only manifested a simple form, namely the wall which was only made of earth, supported by pillars made of coconut and palm tree wood, with a thatched roof. The building was built in the form of a square, which was built at the four ends of which were built a select or bastion. By Sri Sultan Hamengku Buwono IV, the four corners were named Jaya Wisesa (northwest corner), Jaya Purusa (northeast corner), Jaya Prakosaningprang (southwest corner), and Jaya Prayitna (southeast corner).

Then, in the next period, the governor of the Netherlands, W.H. Van Ossenbergh, proposed that this fort be built more permanently to guarantee more security. Then, in 1767, the fort's construction began to be carried out under the supervision of a Dutch architect named Ir. Frans Haak and its construction was completed in 1787. After the construction, the fortress was named "Rustenburg," which means resting fortress. In 1867, a severe earthquake occurred in Yogyakarta and caused many buildings to collapse, including Rustenburg. Soon afterward, the reconstruction of the Rustenburg fortress was carried out, which was later renamed "Vredeburg," which means fortress of peace. This is a symbolic manifestation of peace between the Dutch and the Palace.

### **Organizational Structure**

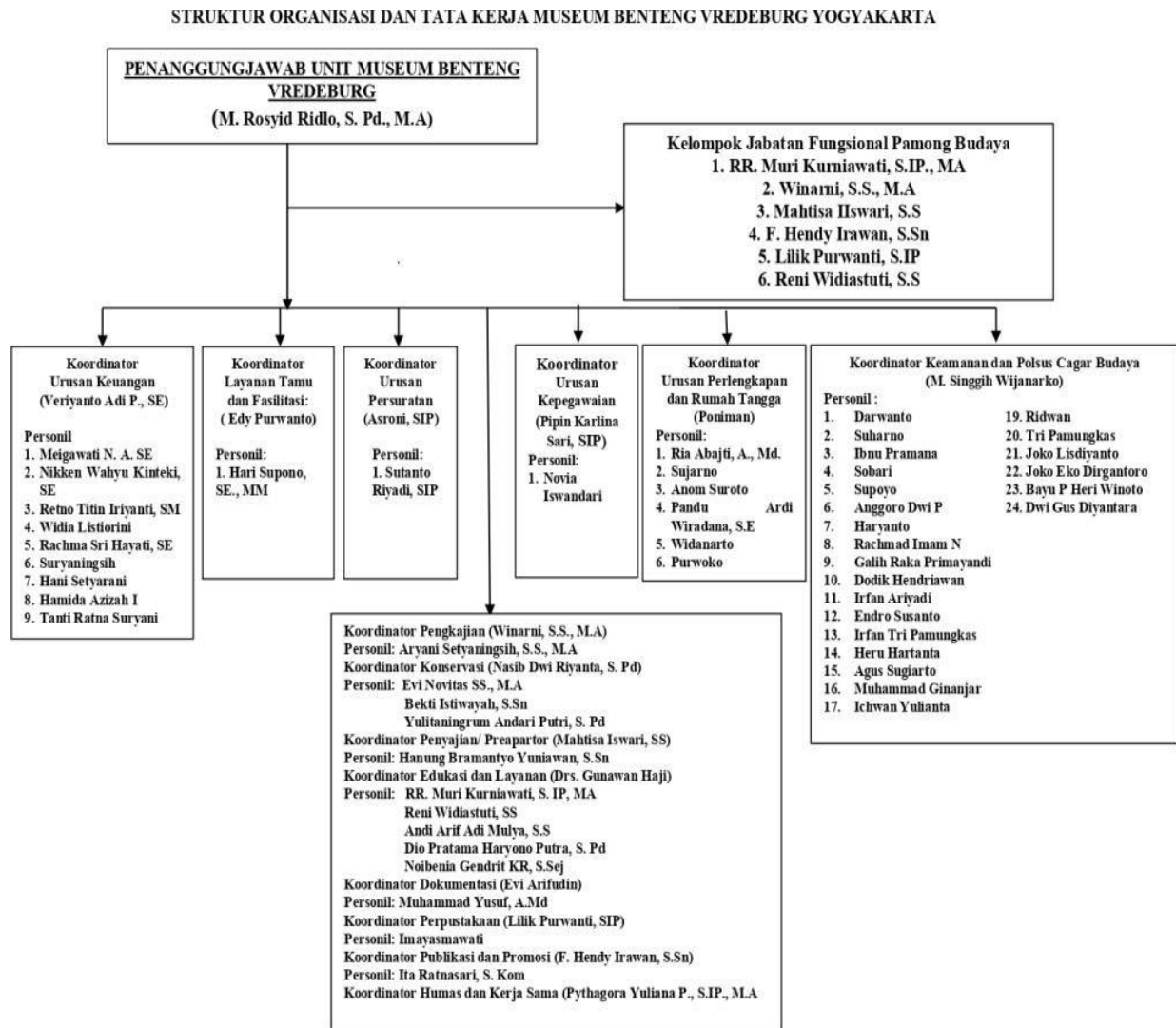


Figure 1. Organizational Structure of Vredeburg Fortress  
Source: Human Resources Department of the Vredeburg Fort Museum

## **The Role of Performance Assessment (Strategic Vision)**

### ***Key Success Factors***

1. "With Our Hearts We Are Ready to Serve" means that the museum's services to visitors are total, sourced from the heart, carried out sincerely, and followed by smart and thorough work.
2. "Museum as a Center for Contemplation of the Nation's Collective Experience, Towards the Glory of the Nation in the Future" means increasing the museum's function as a means of education and recreation for visitors that can be used proportionately.

### **Values**

1. Have Integrity and harmony between thoughts, words, and deeds.
2. Creative and Innovative, Inventive; have the ability to create something new that is different from what already exists or what is known before (ideas, methods, or tools).
3. Initiative: A person's ability to act beyond what is required or demanded of the job.
4. Learners Always strive to develop competence and professionalism.
5. Upholding Meritocracy, upholding fairness in awarding competent employees.
6. Actively Engaged, Always participate in every activity.
7. Selfless, Work sincerely, and full of dedication.

### **Freedom to Serve**

Easy, Effective, Friendly, Disciplined, Efficient, Collaborative, Accountable in Serving.

### **Competence**

Core : The technical implementation unit of the Ministry of Education and Culture in the field of museums, which is under the auspices and responsibilities of Director General of Culture.

*Job Specific* : Carry out the study, collection, registration, maintenance, security, presentation, publication, and facilities in the field of historical objects of the nation's struggle in Indonesia in the Yogyakarta Region.

### **Strategic Role**

1. Public information disclosure through complaint service contact.
2. Museums are a source of information and knowledge for the public about history and culture.
3. The museum is an educational vehicle with the nuances of *edutainment*.
4. Community or community participation to be creative and capture ideas and ideas in appreciating museums.

### **Administrative Roles**

The archiving of historical documents and objects is well organized and neat; there are SOPs for visitor services, the creation of museum profile books and visitor guides, the existence of reports on visiting activities, the implementation of electronic administrative services such as *e-books* and *barcode scans*, filling out questionnaires for message impressions and visitor data.

### **Development Role**

Technical guidance for employee development, employee coaching, *reward*, and *punishment*.

1. Routine disaster management training is carried out every 6 months with several resource persons from third parties, such as in collaboration with the Fire Service. This training is provided from the budget as part of the work program.
2. If the DIY government coordinates training, employee personnel will be sent.
3. Certification training is also available for guides who have certain language skills (English, Mandarin, and Japanese) and expertise in history.

### **Performance Appraisal System**

In the performance appraisal system at the Vredeburg fortress, there is periodic achievement monitoring by Superiors consisting of the Coordinator and Head of the Administration Sub-Division, Customers consisting of visitors and the community, and *Monitoring Computer* (SIMPEG). The assessment results are assessed from performance agreements and discipline enforcement/code of ethics. Internal mutation patterns, as well as position promotions. The results assessed from the performance management at Vredeburg Fortress are: The increasing role of museums as educational and recreational centers, is judged from the increasing graph of the number of visits to Vredeburg Fortress, which can be seen on the Vredeburg Fortress website

([www.vredeburg.id](http://www.vredeburg.id)); Public appreciation for the museum, this is obtained from the barcode *scan* to assess visitor satisfaction with Fort Vredeburg; as well as management support and strengthening the network of museum partners, namely cooperation with *stakeholders* in carrying out programs or activities at Fort Vredeburg. Performance assessments are carried out during quarterly, semester, and year-end reports, as well as *monitoring* and work evaluation.

Thus, it can be concluded that the performance of Vredeburg Fort employees is quite good because of the periodic *monitoring* of achievements by superiors consisting of the coordinator and Head of Museum, utilizing the use of fingerprint attendance facilities to familiarize employees with discipline, the ability to perform tasks with excellent service, the existence of supporting facilities such as the use of *digital information* In every object in the museum, as well as employees who receive high-performance assessments will get *compliments* in verbal form that aim to encourage the employee. This is based on the strategic management theory, which states that customer satisfaction is directly proportional to employee happiness. This means that if the employees are happy or prosperous, their performance will be maximized, which results in a quality customer visit experience. This means that customers can also achieve satisfaction, so there is a potential for the intention to return to Vredeburg Fort.

### **Occupational Safety and Health (K3)**

The Vredeburg Fort Museum held employee training to socialize fire management, delivered by the Indonesian Fire Management Center (P2KI). The building of the Vredeburg Fort Museum is mainly composed of wooden elements, so it is prone to fire. The cause of fires can be anywhere in buildings over 2.5 centuries old. The museum also provides a light fire hydrant (APAR) and *smoke detector* for fire disaster prevention. There are 65 fire extinguishers in every room. In addition, there is also CCTV and sirens. Checking these tools is also carried out routinely every 6 months. The museum area of Vredeburg Fortress is also a smoke-free area.

There is an Emergency Service affixed near the entrance of the Museum. The Vredeburg Fort Museum collaborates with the Yogyakarta City Government and the Public *Safety Center 119 Yogyakarta Emergency Service*. Visitors can use the Jogja Smart Service application to access emergency services or other services the Yogyakarta City Government provides. There is a security guard post with officers on shifts. *Museum visit services are carried out according to the standards set. Regarding Personal Protective Equipment (PPE) for Vredeburg Museum*

*employees*, the management provides shoes, helmets, and protective vests. All occupational risks have been identified in risk management.

The Vredeburg Fort Museum has provided several facilities such as hand washing stations, soap, tissues, *hand sanitizers*, temperature measuring devices, computers with internet access, wifi, prayer rooms, toilets according to CHSE standards, lactation rooms, non-smoking gardens, particular smoking areas, and trash cans, and masks. In addition, there is also a P3K room and a locker. Waste recycling is always done with a shredding machine. Organic waste is used as fertilizer. Waste that cannot be processed, such as wood and twigs, is given to tofu traders to cook soybeans.

### **Compensation**

The Vredeburg Museum's employees number around 110, consisting of 51 Civil Servants (PNS), 6 Non-Civil Servant Government Employees (PPNPN), and 53 outsourcing employees (11 in the security section, 8 in the cleaning service section, 3 waitresses, 15 in the yard cleaning section, 11 in ticketing, and 5 in the ministry).

The compensation obtained by employees is divided into several types, including the following:

1. **Monthly Salary**, which is adjusted to the applicable laws and government regulations. Civil servants are given salaries, performance, and meal allowances according to their class and position under the Ministry of Education and Culture (equivalent to central civil servants). For PPNPN, the monthly salary is given according to the nominal Regional Minimum Wage (UMR) of the Special Region of Yogyakarta. Meanwhile, the *nominal salary of outsourcing employees* is the *confidential rate* between workers and outsourcing companies.
2. **Insurance**: all employees get compensation through BPJS Kesehatan and BPJS Employment.
3. **Annual Leave Rights**: for civil servants, the right to leave is given 12 times in one year; if the leave is not taken in full, it can be accumulated to the next year. For PNPB, you will get the right to leave 12 times in one year if you have worked at the Vredeburg Museum for at least 1 year of service, but if the right to leave is not used as much as that amount, it cannot be accumulated and transferred to the following year. Meanwhile, *outsourced employees* do not get the right to annual leave; if they do not come to work without attaching a sick letter/permit, they will be subject to a salary deduction according to the provisions of the *outsourcing company*.

4. **The right to Maternity and Maternity Leave for Female Employees** applies equally to all female employees, who are entitled to three months of maternity and maternity leave in accordance with the provisions of the applicable laws in Indonesia.
5. **Exemplary Employee Rewards**, held per semester every year. The incentives obtained are in the form of certificates and gifts in the form of goods (for example, batik clothes, shoes, or pants). The benchmark is obtained from the attendance and assessment of the direct supervisor.
6. **Training and Development**: Several sign language trainings are presented by resource persons from the Faculty of Special Education UNY. Training is also provided by hotels, offices, and ministries on conditions related to the working period and position.
7. **Employees at the Vredeburg Museum are not allowed to accept tips from visitors in the form of money.**

### Additional Information

**BIAYA MASUK**  
**Rp0/NOL RUPIAH**

BAGI PENGUNJUNG MUSEUM YANG MEMENUHI SYARAT DAN KETENTUAN BERIKUT:

1. PENYANDANG DISABILITAS
2. TAMU NEGARA
3. YATIM PIATU
4. LANJUT USIA
5. MASYARAKAT KURANG MAMPU SECARA EKONOMI
6. YANG DITETAPKAN MENTERI PENDIDIKAN, KEBUDAYAAN, RISET, DAN TEKNOLOGI

BERDASARKAN PERATURAN MENTERI PENDIDIKAN DAN KEBUDAYAAN REPUBLIK INDONESIA NOMOR 41 TAHUN 2018

**JAM OPERASIONAL**

SENIN-KAMIS	08.00-20.00 WIB
JUMAT-MINGGU	08.00-22.00 WIB

**HARGA TIKET**

SENIN-KAMIS	08.00-20.00 WIB
ANAK-ANAK (MAKSIMAL 12 TAHUN)	Rp10.000
DEWASA	Rp15.000
FOREIGNER	Rp30.000
JUMAT-MINGGU	08.00-15.30 WIB
ANAK-ANAK (MAKSIMAL 12 TAHUN)	Rp15.000
DEWASA	Rp20.000
FOREIGNER	Rp40.000
JUMAT-MINGGU	16.01-22.00 WIB
ANAK-ANAK (MAKSIMAL 12 TAHUN)	Rp20.000
DEWASA	Rp25.000
FOREIGNER	Rp50.000

Figure 2. Information on Entrance Fees and Operating Hours  
*Source: Instagram Vredeburg Fort Museum*



Figure 2. Vredeborg Fort Museum Program

Source: [www.vredeborg.id](http://www.vredeborg.id)

Vredeborg Fort Museum opens internship and *volunteering opportunities*



Figure 3. Vredeburg Fort Museum Program  
Source: Instagram Vredeburg Fort Museum

### Documentation



Figures 4 and 5. Hygiene training for employees in the *cleaning service department*



Figures 6 and 7. There is a lactation room for breastfeeding mothers and priority seats for the disabled and the elderly



Figures 8 and 9. There are sinks in terms of cleanliness, *fire hydrants* in terms of safety, and separation of organic, non-organic and B3 trash cans in terms of environmental sustainability.



Figures 10 and 11. The Vredeburg Fort Museum implements a smoking area and a gathering point as an emergency response plan

## CONCLUSION

1. The Assessment of Human Resource Performance at the Vredeburg Fort Museum Yogyakarta was carried out by a group of functional positions of cultural leaders consisting of financial affairs, guest services and facilitation, correspondence, personnel affairs, household equipment affairs in the coordinator of security and the cultural heritage police as well as the coordinator of the study.
2. Performance assessment is determined by key success factors, values, freedom of service, and competence. Performance appraisal has a strategic role, an administrative role, a development role.
3. The performance appraisal system includes occupational health and safety and compensation.

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