

Governance Reform in Services Security and Order of Visit at Prison

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Abstract

In general, prisons in Indonesia are attributed to overcapacity and a horrible standard facility, but there is one prison found the opposite problem. Still, instead, prisoners can enjoy luxury facilities that exceed the standard. One of the luxurious facilities enjoyed by the prisoner is the facility to receive visits. A prisoner in class 1 of Sukamiskin prison can receive visits with luxury facilities in the form of luxury halls built by the prisoners. Prisoners can order fancy foods from the restaurant to be sent to prison. Another problem is that the visit time is not according to the rules, where a prisoner can be visited until late at night. The irregularity of the visit to class 1 of Sukamiskin prison received the attention of the community. The Ministry of Law and Human Rights is urged to carry out governance reforms to improve security services and order traffic. Governance reform in Sukamiskin class 1 prison is carried out through several effective stages. The success of governance reforms in security services and orderliness of visits needs to be examined because it is essential to know the implementation process. This research applied the descriptive qualitative method with a case study approach in class 1 of Sukamiskin prison. Informants in this study were prison leadership officials, prison staff officers, prisoners, and visitors. The results of this study are governance reforms in class 1 of Sukamiskin prison succeeded in creating a safer and more orderly visit service. The entire visit service is carried out following the standards, both the facilities and the time of the visit.

Keywords:

Governance reform, correctional services, the prison in Indonesia, security and order, prisoners.

Introduction

Issues regarding visits to class 1 Sukamiskin prison that was highlighted by the community were focused on two things: luxury visiting facilities and non-standard visiting times. In Sukamiskin class 1 prison, there were cases of bribery involving prison officers. The need to improve the management of Sukamiskin class 1 prison is very urgent. The integrity of prison officers must be increased so that they cannot be bribed again by a prisoner (Hikmawati 2018). The problems of luxury facilities at Sukamiskin Class 1 prison capture the attention of the people in Indonesia. Luxury facilities at class 1 Sukamiskin prison involve the head of the prison being a suspect in bribery cases up to jail. The level of community trust has declined in the class 1 Sukamiskin prison. From the results of a survey of 688 respondents, it was found that 90.4% of respondents believed that prisoners bribed prison officers to be able to ignore the luxury visiting facilities built inside the prison. As many as 60.8% of respondents said that bribery done to prison officers was terrible, and 80.4% of respondents had negative perceptions of Class 1 Sukamiskin prison. Corruption convicts who inhabit class 1 Sukamiskin prison, are believed to have a lot of money still so they can bribe prison officers so they can let the visit pass the specified limit. On the other hand, the supervision system of related institutions is still weak, so that there are problems with bribery for prison officers (Yuniarto, 2018).

Correctional facilities problems can cause other problems. Facility problems need to be resolved immediately. Correctional Services can be disrupted if the facilities at the prison are not by the standards (Victor J. St. John et al., 2019). Good service is a service that is supported by adequate facilities. Correctional services are a form of public service. In carrying out public services, the main priority is community satisfaction. When there is a decrease in community satisfaction, it means that it is necessary to immediately make changes for the better through a model of the best service (Sandro Cabral and Paulo F. Azevedo, 2008).

Irregularities in visiting services at the prison also occur in terms of service time. Basically, prison already has a rule that there are limits on the time of the visit from morning to noon, but sometimes the visit is made until the evening. In this condition, changes in human resources need to be done. Prison governance needs to be reformed. The reforms carried out can improve services by new quality prison officers. Governance reform can produce professional prison staff. Prison, which has professional officers capable of carrying out prison functions well. Services will be carried out following applicable regulations (Raymund E. Narag and Clarke R. Jones, 2017). The problem of visits, mainly in Sukamiskin class 1 prison, cannot be considered a minor issue. The issue of visits to class 1 of Sukamiskin prison is very complex; it is evident from the length of time this problem is unable to be solved. The prisoner can control the rules for visits to the prison, and prison officers are unable to do much to bring them in order. A prisoner in class 1 of Sukamiskin prison still has strong power and networks because most of the prisoner are former state officials. Within five years, the prison officers of class 1 Sukamiskin were unable to solve this problem, and it was even worse by involving prison officers involved in bribery cases. The Ministry does not make efforts to overcome the problem of Law and Human Rights but only succeeded after reforming governance.

In overcoming the existing problems, class 1 of Sukamiskin prison has made several changes to the prison head. Since 2013-2018 6 prison heads have been replaced, but they have not been able to bring significant changes to the problem of disorderly visiting services. In improving correctional services, good governance is needed. Good governance and service improvement can be realized through governance reform. Lynn and Carolyn (2000) explain that governance reforms at a certain level can create good governance. Reform is a process of systematic, integrated, comprehensive efforts proposed to realize good governance (Sedarmayanti 2009).

Governance reforms can be a solution to improve security and order in prison. Facilities in correctional services need to be improved, and prison officers need to be upgraded. Adequate facilities support strict rules, and officers who carry out their duties according to procedures will create good prisons (Tritton and Fleetwood, 2017). Standard prison facilities are very important. Standard facilities are facilities that comply with the rules, no less or no more than standard. Prison facilities improvement and qualified staff can create good correctional services (Miriti and Kimani, 2017). Regular visits must be created in Prison. The place and time of the visit have been determined, so the visit is not under the place and time specified, then reform is needed. Governance reforms to improve services can be done through changes in order (Bennett, Jamie 2017).

Based on some previous studies on governance reforms, it can be seen that the problems at the prison can be corrected through governance reforms. This study discusses in detail the process of governance reform in security services and visitation order. Prison governance reform can be carried out through changes at the institutional, organizational, and technical levels (Lynn and Carolyn, 2001). The results of this study are significant because, because to create a security and orderliness of visits to the prison, it is not enough just to create programs, but governance reform is needed. Governance reforms that can be carried out at the institutional, organizational and technical levels go through several stages. The reforms were in the form of replacing prison structural officials, replacing most prison staff officers, creating and enforcing new visiting rules, and building special visiting rooms that comply with standards. The importance of information from the results of this study is the process of governance reform that has succeeded in improving security services and the orderliness of visits to prison.

The purpose of this study is to analyze governance reforms at Sukamiskin class 1 prison at the organizational level. At the organizational level, prison class 1 Sukamiskin replaces all structural officers and prison staff officers. This study generally supports the results of the research (Lynn and Carolyn, 2001). The focus of this research is to discuss governance reforms at the organizational level through employee changes through two stages, namely (1) the recruitment process and selection of prison leaders and (2) the assessment process of prison staff officers. With the results of this study, it can be used as a basis for considerations in making a policy related to the implementation of governance reforms in the prison to be able to improve security services and order traffic.

Method

This research uses a qualitative research approach that is descriptive qualitative. The approach used in this study is a qualitative approach, which means that a research process is carried out naturally and naturally following objective conditions in the field without any manipulation (Zaenal Arifin, 2012 p. 140). In this qualitative descriptive study, the method used is the case study method or approach. Case Study is a series of scientific activities carried out intensively in detail and in-depth about a program, event, and activity, both at the level of individuals, groups of people, institutions, or organizations to gain in-depth knowledge about the event. Usually, the events chosen from now on referred to as cases are actual (real-life events), which are taking place, not something that has passed. (Mudjia Rahardjo, 2017 p. 2). Case study data can be obtained from all parties concerned; in other words, this study collected from various sources. A good case study must be done directly in real life of the case being investigated.

In this study, the data collection was carried out, referring to the opinion of Cresswell (2016) because it was following the needs in this study. Data collection conducted by researchers is through unstructured or semi-structured interviews, observations, documents, and visual material to collect information. In collecting data, researchers first determine informants who understand what will be studied. Following the objectives of the study, researchers collected data in the form of documents or visual material that supports research data. This study did not determine informants randomly and in large numbers.

In this study, there are four aspects carried out as follows:

- (1) Where the location of data collection is. It is generally in Sukamiskin class 1 prison and several places following the conditions that are possible for the informant.
- (2) Who are observed and interviewed as the research informants. Head of class 1 of Sukamiskin prison, Head of Administration Section, Head of Correctional Institution Security Unit, Head of Guidance, Head of Work Activities, Head of Security and Order Administration, Security Officers, Prisoners and Ex-Prisoners, and prison visitors.
- (3) What information is explored in interviews and observations. It is the process of implementing governance reforms, impacts, supporting and inhibiting factors, as well as models in governance reform in class 1 Sukamiskin prison.
- (4) Events that developed in the research process regarding the process of implementing governance reforms in class 1 Sukamiskin prison.

The informants in this study are people or actors who know and master the problem and are directly involved or have a direct connection to the research problem. The informant in this research is subject to explore information that is the basis and design of theories that are built. The researcher chooses the informant as the source of the data in this study, which is based on whether the informant controls whether the problem exists, has data, and is willing to provide complete and accurate information. The informants were chosen in this study serve as sources of data and information. People who will become critical informants (informants) in this study are prisoners' class 1 of Sukamiskin, class prison Sukamiskin employees, class 1 visitors to Sukamiskin prison.

Criteria in determining the right informants are those who can provide accurate information and data on governance reforms in class 1 Sukamiskin prison. The informants in this study consist of a prison employee fostered residents, and prison visitors, which in more detail include the Head of class prison 1 Sukamiskin, Head of Administration Section, Head of Correctional Institution Security Unit, Head of Guidance, Head of Work Activities, Head of Security and Order Administration, Security Officers, Prisoners and Ex-Prisoners, and prison visitors.

Analysis of the data used in this study is explained in detail as follows:

- (1) Processing data and preparing data for analysis. In this step, interview transcription, scanning material, typing field data, selecting and compiling data based on information sources. At this stage, the researcher obtains interview transcripts and other data to be compiled based on data sources or information sources so that researchers have data that has been sorted more clearly and more natural to process.
- (2) Read the entire data by reflecting on the overall meaning and providing marginal notes about the general ideas obtained. At this stage, the researchers collected the data by reflecting the meaning that appears in the results of data collection through interviews, observations, and other supporting documents. The data that has been reflected will bring up notes about general ideas obtained during the data collection process.
- (3) Analyze in more detail by coding data. At this stage, the researcher reads the entire transcript carefully. The researcher makes sure to understand the contents of the transcript after carefully reading the transcript from the results of data collection. Researchers write or take notes on the meaning contained in the transcript. The researcher makes all topics grouped by topics into columns arranged according to the main topic, unique topics, and other remnants. Topics are shortened as code and then write the codes in the appropriate text segments. Researchers find and group topics related to one another and draw lines between categories. Make a final decision about abbreviations for each category and alphabetize the codes that have been made. Assemble the data material for each class and conduct preliminary analysis. Researchers also re-code data if needed.
- (4) Implement a coding process to describe the settings, people, categories, and themes to be released. At this stage, the researcher produces the code for the description.
- (5) Showing the descriptions and themes will be written in a narrative or qualitative report. At this stage, the researcher uses the narrative section to present the findings of the analysis. In this case, there is a chronology of events, perspectives from individuals, relationships between themes. Researchers present this through descriptive information.
- (6) Interpret data. In this last stage, the researcher produces a data analysis accompanied by interpretation to reveal the essence of the data. Data interpretation is carried out is the final stage, which starts from the data validation done. Researchers will link data obtained through interviews, observations, and sound or video

recordings. Researchers Contextualize research findings in related literature, i.e., strategies to use related literature reviews to provide support for research.

Results and Discussion

Based on research data, governance reforms in security and order services in Sukamiskin class 1 prison are carried out through the following stages:

- (1) Recruitment and selection of prison officers at the leadership level.
- (2) Assessment of PRISON staff officers.
- (3) Establishment and enforcement of new rules regarding visits.
- (4) Construction of visiting rooms that are following the standards.

The following is explained in detail the process of governance reform in security services and the order of visits to prison:

Recruitment and selection of prison leadership officials

Based on the research data, it can be explained that the first stage carried out in implementing governance reforms in Sukamiskin class 1 PRISON is to replace all structural officials of prison. In replacing structural officials, the team from the Ministry of Law and Human Rights conducted recruitment and selection through profiling. The basis for the selection of new structural officials is from the data of the Ministry of Law and Human Rights employee information system and the record of accomplishment of performance at the previous Technical implementation Unit. New structural officials were recruited from the Ministry of Law and Human Rights, starting from the head of the prison, the Division Head, and the Section Head. From the results of the study, the recruitment and selection process carried out by the team from the Ministry of Law and Human Rights succeeded in getting employees with more integrity and competence, where these results are in accordance with the theory of Goetz (2005) which explains that in correctional institutions, recruitment and selection are carried out to get the best human resources to provide services. Recruitment and selection are some of the factors in the success of governance reforms in correctional institutions.

In general, data collection on prospective structural officials in recruitment and selection uses the Ministry of Law and Human Rights Management Information System to obtain accurate data as a basis for profiling. Based on integrity and the best competency while on duty or in other words, the record of accomplishment of its performance is taken into consideration in determining the selected employees. The Personnel Management Information System of the Ministry of Law and Human Rights is used as a means of producing fast and complete information about employees that supports decision making. The use of this Personnel Management Information System is effective, which is in accordance with the results of Haryono's research (2018) which explains that the HR structuring process starts from the process of planning needs, employee recruitment, competency development, promotion of open positions, performance appraisal, enforcement of disciplinary rules/codes of conduct, job evaluation and integration in Personnel Management Information System.

Based on research data, 17 structural positions in the Class 1 Sukamiskin prison that were replaced by new officials to be appointed at the Ministry of Law and Human Rights are as follows:

1. Manager of Prison
2. Head of Work Activities;
3. Head of Prisoners Development;
4. Head of Administration;
5. Head of Security and Procedure Administration;
6. Head of Work Guidance;
7. Section Head of Security;
8. Head of Prisoner's Care;
9. Section Head of Work Management;
10. Head of Work Facilities;
11. Section of Registration;
12. Head of Finance;
13. Head of General Affairs;
14. Head of Personnel Affairs;
15. Head of Correctional Institution Security Unit
16. Section of Reporting and Procedure;
17. Section of Public Health Guidance

Based on the research data, it shows that the selection process through profiling conducted by the Ministry of Law and Human Rights and Directorate General of Corrections has been by applicable laws and regulations. In the Minister of Law and Human Rights Regulation Number M.HH-05.IN.04.02 of 2010, which states that the assessment process is a series of assessment activities carried out by recording the behaviors that arise through

various tools or methods in compile a series of activities to conduct competency-based assessments. Profiling system through measurement of all competencies listed in the Competency dictionary of the Ministry of Law and Human Rights.

Profiling is one of the scientific selection methods conducted by the Directorate General of Public Works because it is oriented to work performance that occurred in the past or record of accomplishment of achievements at the previous Technical implementation Unit and based on job analysis. Scientific selection is a selection method based on job specifications and real needs that will be filled and based on certain criteria and standards (Martoyo, 2000). According to Werther and Davis (1996) in a performance appraisal, there are several methods, one of which is performance evaluation oriented to the past or through a record of accomplishment of assessments that have been done previously. Past performance-oriented evaluation methods have advantages that are clear and easily measured, especially quantitatively but have weaknesses, namely strong subjectivity, so the measured performance cannot be changed so that sometimes it is wrong to show how much potential someone has. In addition, this method is sometimes very subjective and has many biases.

From the discussion of the changes in leadership at Class 1 Sukamiskin, it is known that Class 1 Sukamiskin has changed the organizational structure, especially changes in HR at the leadership level. The HR change process is selected through profiling, which is oriented towards evaluating employee work performance during the period of work at the Technical implementation Unit to obtain competent human resources in accordance with what is needed in Class 1 Sukamiskin prison. The selection was carried out in accordance with the regulation of the Ministry of Law and Human Rights number M.HH-05.IN.04.02 of 2010 concerning the implementation of a competency-based assessment center and human resource information system at the Ministry of Law and Human Rights of the Republic of Indonesia explained that in order to realize good governance clean, authoritative, and transparent are needed by qualified Civil Servants (PNS) who are able to apply the efficiency and effectiveness approach in carrying out their duties, principles, and functions.

Profiling which is oriented to track record performance on the previous Technical implementation Unit has advantages that are clear and easily measured, especially quantitatively but has weaknesses that are strong elements of subjectivity, so that the measured performance cannot be changed so that sometimes it actually shows how much potential is owned by someone. Subjectivity in the selection process carried out at Sukamiskin class 1 prison is not visible, because in the selection process carried out objectively. In the selection process, all assessment teams are prohibited from carrying a cellphone to avoid lobbying from certain parties who have an interest and in determining the elected officials not only based on simpeg but must also be based on the track record explanation of the Sukamiskin prison leader candidate assessment team and the results of the overall assessment discussion the assessment team before making a final decision.

Prison Staff Officer Assessment

The second stage of governance reforms in security and order services in Sukamiskin class 1 prison is assessing the staff at Sukamiskin class 1 prison. The basis for employee appraisals is carried out in the assessment process in the form of psychological results which are technically carried out by a psychology team from the Indonesian Air Force to find out the integrity of employees and assess the suitability of their personalities and competencies in serving at Sukamiskin prison. Based on the interview data, it was also explained about the results of the assessment that more than 50% of staff were transferred from Class 1 Sukamiskin prison.

The assessment in the form of psychology tests conducted at Class 1 Sukamiskin prison on its employees can measure the ability, mentality, achievement, intelligence, and even personality so that these results can become a basis for recommendations to be maintained or transferred to the Technical implementation Unit that is more in line with the psychological results of each employee. The results of this study are in accordance with several other research results. Satryawati and Saniah's research results (2012) state that psychological testing is used to measure various possibilities for various mental abilities and what supports them, including achievement and ability, personality, intelligence, or even neurological functions. Psychological tests can help to know a person's character better so that ultimately it can help decide whether the position is suitable for a character.

Psychotest results as a basis for placement of employees in class 1 of Sukamiskin prison, also following the results of research from Zakki et al. (2014), which explains that through psycho-test has a significant influence on work placement. Supporting the results of this study and previous research, Hasibuan (2002) explains that in the qualifications of occupation it includes several things, namely age, expertise, physical health, education, gender, appearance, talent, temperament, character, work experience, cooperation, honesty, discipline, initiative, and creativity.

From the results of this study, it can be explained that the assessment through psych tests can be successful in getting employees in accordance with qualifications so that in the governance reform process, changes in HR can be done through the results of psychological tests conducted to place employee work placements based on personalities including age, expertise, physical health, education, gender, appearance, talents, temperament, character, work experience, cooperation, honesty, discipline, initiative, and creativity can be an appropriate basis

for employee work placement. By getting employees according to the required qualifications, it will be able to improve correctional services.

Creation and enforcement of new visiting rules

First, changes and improvements in services made in the field of security and order in the implementation of the Prison Guidance Citizens (PGC) through the establishment of official rules of visit which are carried out in an orderly manner, build special visit rooms and monitor visits to the special visit rooms that have been provided and conduct locking the residential rooms regularly.

Based on the research data, it has been stated that improvements have been made in the rules of the visit, which is now the visit can be held from Monday to Saturday. On Monday until Thursday, the registration time of the visit starts at 08.30 and the end of the visit at 14.30. On Friday, the registration of the visit starts at 08.30 until the end of the visit time at 11.00, and on Saturday, the time of registration of the visit is at 08.30 until the end of the visit deadline at 14.00. Prohibited items include pie guns, sharp weapons, alcoholic drinks, and other dangerous items. All visitors are searched by officers, and cellphones are prohibited from entering the prison and are left at the locker provided. During this visit, the officer has the right not to serve visitors who have passed the specified deadline, does not include names in the list of visitor names provided by PGC, cannot show ID card/identity card, and if the PGC is not willing to be visited.

Increasing the order of visits through the establishment of more detailed rules of visit under government regulation number 58 of 1999 concerning the requirements and procedures for exercising the authority, duties, and responsibilities of detention care. In regulation number 58 it is explained that in the case of visits to article 37, each prisoner/detainee is entitled to receive a visit, and each visit must be recorded in the visit list. Each visit must obtain permission from the official in charge of detention. Every guard is authorized to inspect or search visitors, including his luggage.

Efforts to improve the order of visits through the establishment of rules of visit in class 1 of Sukamiskin prison through the establishment of rules that are equipped with schedules, prohibited goods, and services that can not be provided as well as building a visiting room equipped with prayer rooms, toilets and canteens in the visiting room were successful improve visiting services. The results of this study are following the results of this study Andhika et al. (2016) which explains that in the process of visiting services, the guard commander checks the visitor's visit form and the commander calls the PGC to be visited and ensures that the PGC visited is precisely what the visitor wants to meet. The order conducted aims to provide comfort to visitors and those visited as well as a form to facilitate the supervision of the visit process. In the rules, after the form is approved, before entering the visitor's luggage checked by the Main Door Guard after it feels safe, then visitors are invited into the prison and fill out the guest book. For male visitors are given a card to distinguish prisoners. Visitors then head to the booth provided to meet with the prisoner.

Development of Visiting Rooms according to standards

The third stage of governance reform in security and order services in Class 1 of Sukamiskin prison is to build a visiting room that is by the standards. Inside the visit, the room is equipped with a toilet and a pretty good canteen. Besides, there is an additional special visit area that was built in the front area because of the special visit room, which is now also not enough to accommodate all visits. Even so, the visit has been more orderly, and all prisoners carry out the process of visiting in the same place, regardless of their social background. All prisoners pay a visit at a special place of a visit; both former and non-official officials are all considered the same.

In the form of equalization of facilities at class 1 of Sukamiskin prison makes the visit space more feasible for visitors and prisoners who want to be visited. This visiting room serves as a form of excellent service to the community and prisoners and a form of integrity for class 1 of Sukamiskin prison to revitalize the class 1 of Sukamiskin prison in Bandung by not adding or providing luxury facilities and generalizing the visit of prisoners in class 1 of Sukamiskin prison as issues circulating in the community.

The visiting room in class 1 of Sukamiskin prison is a form of service that was not previously obtained by PGC. The newly constructed special visiting room is one form of improving services and fulfilling PGC rights following applicable law. Place of visit in class 1 of Sukamiskin prison, before special visit rooms were built, namely in places that were quite free inside prison so that it caused discrimination between PGCs in the process of visiting because there were those who visited in front of the room and there were those who visited the gazebo, which is quite comfortable for visitors to visit.

The improvement of services through the construction of visiting rooms is generally effective by the results of research by Permana and Rudatyo (2017) explains that this room is a room where prisoners can meet with families who want to visit. Thus, prisoners who do not feel alienated because they have been undergoing criminal for their actions they are still given their rights in accordance with the provisions of the applicable law, but what distinguishes them is in class 1 of Sukamiskin prison in a special visit room has been added adequate facilities such as canteens, toilets, and prayer rooms. In contrast, in research, Rian and Rudityo, facilities in the visiting

room still need to be added so that to be able to support the implementation of the visit service for prisoners maximally.

Conclusion

Overall, from the results of the study, it can be concluded that the process of governance reform in security and order services has succeeded in improving correctional services. The recruitment and selection of prison leaders are effective in determining new leaders with integrity. Prison staff assessment succeeded in getting disciplined staff officers. The making and enforcement of visiting rules are successful in increasing the security and order of the visiting process. The construction of new visiting rooms according to standards succeeded in making the atmosphere of the visit more orderly. The success of governance reforms can be indicated as follows: (1) There are no more luxury facilities in conducting visits, all visiting facilities have been adjusted to the standards by the new officers at Class 1 of Sukamiskin prison; (2) The visit is carried out in a timely manner, that is, in accordance with the time specified in the rules of the visit. The new prison officer is strict about a prisoner who violates the rules on visits; (3) Visitors in an orderly manner do not bring prohibited items into the Prison. Officers will confiscate prohibited items if there are visitors who break them; (4) The visit is carried out in the visiting room that has been provided. The prisoner is not allowed to accept visits outside the visiting room.

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