

## ROLE AND FUNCTION OF HUMAN RESOURCE MANAGEMENT ON THE PERFORMANCE OF CORRECTIONAL OFFICERS

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**Abstract:** *Lack of understanding of the function of human resource management that affects correctional officers' performance at the Class IIB Detention Center, Demak. Therefore, research is needed to determine the inhibiting factors and strategies for improving officers' performance. This study uses a qualitative descriptive method with a case study approach. The research was carried out at the Class IIB Detention Center, Demak. Primary data were collected through interviews and observations with the Informants of the Head of Class IIB Detention Center Demak, the Head of the Detention Center Security Unit, the Head of the Detention Service Sub-Section and the Head of the Management Sub-Section. In comparison, secondary data collects the literature on HRM and employee performance. Data analysis uses the Miles and Huberman model, where the data and information obtained will be processed through data reduction, data presentation, and data analysis. The results showed that the factors for the lack of understanding of the HRM function were lack of training and compensation, lack of supporting facilities, increased workload, and decreased motivation and soft skills of correctional officers. Several management process concepts include PDCE (Plan, Do, Check, Evaluate) and PDCA (Plan, Do, Check, Action). However, the POAC concept is more widely used and applied because it is more suitable for each management level. Therefore, to improve the performance of correctional officers, a unique strategy is needed to be called POAC (Planning, Organizing, Actuating, and Controlling).*

**Keywords:** *Correctional officers', Detention Center, Inhibitory factor, Human Resource Management, Strategy.*

### INTRODUCTION

In the current development of the time, running, an organization is the biggest test for leaders, namely, applying effective and efficient methods in achieving employee performance improvement as mandated in the Preamble to the 1945 Constitution (Kusumawardani et al., 2020). Human resource management is the primary key in the organization because Manajemen Sumber Daya Manusia affects the quality of officer performance, and organizational culture significantly affects the quality of officer performance (Maharani, 2019).

Human Resources are the most significant assets in organizational resources and make other human resources work. As a result, quality HR must be adequately supervised to help the organization's usability better than its competitors. If facilities or other fulfillments in the organization cannot be fulfilled and cannot be strengthened, the function of Human Resources (HR) is not as expected. As a result, human resources will have a destructive impact on the vision and mission targeted in an organization.

The State Detention Center class IIB Demak is a Technical Implementation Unit under the auspices of the Ministry of Law and Human Rights (Kemenkumham) of Central Java. Based on the information obtained by the authors from the officers of the Demak Class IIB State

Detention Center, the number of employees and contents of the occupants of the Demak class IIB Detention Center in 2018-2021 in the following table:

**Table 1. Comparison of the number of employees and the contents of the residents of the Demak Class IIB State Detention Center in 2018-2021**

No	Year	official	capacity	Contents of the Occupants	Overcapacity
1.	2018	43	100	227	127%
2.	2019	42	100	210	110%
3.	2020	28	100	200	100%
4.	2021	46	100	192	92%

Source: Detention Center class IIB Demak

Table 1 shows that the number of employees and residents of the Demak Class IIB State Detention Center experienced *overcapacity* every year. In contrast, in 2018, the number of residents of 227 people *overcapacity* was 127%. In 2019, the number of residents was 210 people, and *the overcapacity* was 110%. In 2020, the number of residents was 200 people, and *overcapacity* was 100%. In 2021, the number of residents was 192 people, and *the overcapacity* was 92%.

Based on the above conditions, the Demak Class IIB State Detention Center is experiencing *overcapacity* and a lack of officers every year. As a result, officers' performance cannot run optimally and can disrupt the security and order in the State Detention Center.

The State Detention Center class IIB Demak is a correctional technical implementation unit (UPT) that carries out the task of caring for prisoners as well as coaching prisoners. The Demak Detention Center has a total of 46 officers with a population of 192 prisoners and inmates, which should be a capacity of 100 people and an *overcapacity* of 92%.

The imbalance between the number of officers and the contents of the occupants of the Demak Class IIB Detention Center, the security officers are divided into four security squads and serve three shifts which are only guarded by 3-4 guard squads. The shifts are the morning shift from 07.00-13.00, the day shift from 13.00-19.00, and the night shift from 19.00-07.00. Thus, the ratio between the number of security officers and residents is 1: 48-68 people, meaning that one security officer must supervise 48 to 64 people daily. Therefore, human resources are the most critical element in an organization, especially correctional officers who have duties and functions as stipulated in Law No. 12 of 1995 concerning corrections who carry out services, security, and guidance to their assisted citizens.

According to Hasibuan (Sahudiyono, 2015, p. 10), controlling Human Resources is complex and challenging because people have various types: soul, mind, heart, feelings, status, desires and cultures that are very socio-social heterogeneous that are carried out in organizations. Thus, managing human resources is different from managing resources that are inanimate objects such as buildings, equipment, goods, and others. Therefore, managing human resources must be well supervised and controlled by the leadership, namely, Kepala Rumah Prisoners; as a leader in his organization, his ability and expertise are needed in managing and controlling human resources.

Furthermore, Bayangkara (2015: 106) (Ulfa, 2018) mentioned that the organization's success lies in the quality of its human resources. Good human resources can be obtained from the process of managing human resources. Other functions must replace the critical role of the HR function to assist in the organization's success. An organization can succeed if its existing human resources are managed to their performance needs.

In realizing the function of MSDM, it is essential to perform officers in the organization. Therefore, the performance of MSDM can influence the organization's success, achievements, and expectations. According to cashmere (Eprianti et al., 2020), performance is behaviors and work results achieved and carried out in completing tasks and responsibilities for one period. However, achieving good performance takes work because of factors and obstacles

Improving the quality of officer performance needs to be implemented and carry out efforts to train, coach and develop the professionalism of an officer (HR) because HR has an essential role in the organization. Employees are the spearhead a role in the organization owned by an organizational structure order that functions as a wheel drive in the management of other resources so that they must be used correctly under their respective duties and functions that they carry out.

According to Miner (Sinaga & Sugiyarti, 2018), four indicators are used as a benchmark to assess the performance of employees in the organization: a. Quality, namely, the ability of employees to minimize mistakes and be careful in their duties. b. Quantity, namely, the overall results of work completed. c. Time management, namely, the ability of officers to complete the tasks. d. Cooperating with other employees, yes. This indicator is determined by factors that can affect both directly and indirectly.

Nurhakim Jaya and Indrawati (2018) examined the relationship of compensation as one of the factors of performance quality with the results of 49.7% of the performance of Tasikmalaya class IIB correctional institution officers predicted with compensation. Priehanggoro and Wibowo (2021) examined the relationship of workload as another factor affecting work quality. The workload can only predict 19.1% of the performance of Tangerang class I penitentiary officers. In addition to compensation and workload, Wibowo (2022) also examined the relationship between human resource development and performance quality. Human resource development can only predict 31% of the performance of Purwokerto class IIA penitentiary officers.

Based on the description, a study is needed to determine what affects the performance of prison officers to explain better why people need help understanding how human resource management affects the performance of correctional officers, especially in the Demak Class IIB Detention Center. This study also aims to find ways to improve correctional officers' performance at an.

## METHOD

This method of research uses the research method qualitative thematic through a case study approach. In this study, the qualitative descriptive method was used to describe the things that affect how well prison officers do their jobs. This research was done to understand better why people do not understand how human resource management affects the performance of correctional officers, especially at the Demak Class IIB Detention Center, and to find ways to improve the performance of correctional officers.

This study used primary data and secondary data. Primary data was obtained from the results of interviews, observations, and documentation, the informants of this study were section heads who were given the responsibility and trust and mandate to manage the Demak Class IIB Detention Center. A total of 3 Section Chiefs and 1 Detention Center Head has a very significant role and influence on the members and staff under them. Secondary data was obtained from the collection of literature related to the functioning of the MSDM and employee performance. Data analysis uses the Miles and Huberman model, where the data and information obtained will be processed through data reduction, data presentation, and data analysis.

## DISCUSSION

The penitentiary is a spearhead in the criminal justice system, where everyone who violates or commits criminal charges will lose their independence (Faruq & Wibowo, 2021). They will be input into correctional institutions, which will later be given guidance and guidance to make them a better person and ensure that they can be accepted into their community. To provide guidance, every prison officer must undoubtedly know about human resource management. Lack of understanding of human resource management can undoubtedly result in failures in fostering the fostered community and adversely affect the performance of prison officers.

Discussing the functions of human resource management, many mentions different opinions ranging from sentences, functions and their kinds, quantities, and formulations that vary, but if we look more carefully and carefully, there are similarities in the content. As an illustration, the following data is a comparison table of expert opinions regarding the functions of human resource management:

**Table 2. Functions of Human resource management according to experts**

<b>Edwin B. Flippo</b>	<b>Garry Dossier</b>	<b>Wayne F.Cascio</b>	<b>Barry Cushway</b>
Planning	Detention Center and placement	Job analysis and HR planning	HR planning Analysis of work
Organizing	Training and development	Procurement Staffing	Recruitment and sale ski Manage jobs
Briefing	Compensation and motivation	Orientation and training	Training and development Evaluation of work
Oversight	Career assessment and management	Assessment of employee performance	Wages and facilities Relationships between employees
Procurement	Legal environment of personnel management	Career management Payroll system	Labor law
Development		Indirect compensation	Employment procedure
Compensation		Motivation for improved performance and productivity	
Integration		Participation in fellowship	
Maintenance		Procedural justice and ethics in labor relations Health Safety	

Source : (Tontowi jauhari, 2011)

The table above refers to the reading sources carried out and carried out by the author through a literature review. From the table above, it can be concluded that MSDM functions are developed from different sources, including; Planning, Organizing, Actuating (mover), and Controlling (surveillance).

## 1. Factors lack of understanding of MSDM function

### 1.1 Lack of Training and Compensation

According to Desler's in (Desler, 2001; Sinaga & Sugiyarti, 2018), training is a way of directing and learning new employees and providing the basic skills they need to do their jobs. Meanwhile, (Vina G pendlt, 2012) compensation is an award given to an employee for his service contribution during work, including salary, benefits, and incentives for his work performance.

Officers need to understand how MSDM works because they need more training or pay. This condition is especially true for many correctional officers at the Class IIB Detention Center in Demak. In addition, some civil servants or new officers still need training on implementing MSDM functions, making their work less effective and efficient.

Nevertheless, in the real world, especially at the Class II B Detention Center in Demak, civil servants and other new officers still need General Training like self-defence

and security training that they should have to do their jobs well. This training was conveyed by the Head of the Demak Class IIB Detention Center, revealing that:

"for the training itself, there have been, but not all employees of the Class IIB D Detention Center have received special training as correctional officers, in a year only four trainings are held and that in my opinion is very lacking" (Burhanuddin, 2022)

The interview revealed that the Demak IIB class Detention Center officers lacked training. Furthermore, the Head of the Demak Class IIB Detention Center also mentioned, "*for compensation also does not exist, relying only on performance allowances intended for one job only*" (Burhanuddin, 2022). This condition is one of the principal factors in officers' lack of understanding of the functions of MSDM. However, if prison officers have balanced training and compensation, officers' performance in the Demak class IIB Detention Center will be effective and efficient.

### 1.2 Lack of support means

Currently, the facilities and infrastructure of the State Prisoners' Council class IIB Demak could be more optimal. Taking a look at the Demak class IIB Detention Center building, which has a total area of 2,944 m<sup>2</sup> and a building area of 1,350 m<sup>2</sup>, it should be possible to make room for construction and a work activity room so that officers and prisoners can live in the detention center in a more organized way. Given the high demands and expectations for the performance of correctional officers, it is certainly expected that supporting facilities and infrastructure can be implemented gradually under the ideal conditions set by the government. This finding was obtained based on the results of an interview conducted with the head of the Sub-Section of the Detention Service of the Demak Class IIB Detention Center, which stated:

"For infrastructure facilities, there is not enough in the independence coaching program because the Demak Detention Center only has an area of 2,944 m<sup>2</sup> which makes the coaching unable to run well" (F.C. Kuncoro, interview, 22 September 2022).

### 1.3 Workload increases, and motivation decreases

There are some agencies where many officers have concurrent task development. One is a correctional officer at the Demak Class IIB Detention Center. Officers inside this Detention Center are given some workloads that may not be their skills and abilities. For example, making video editing of the profile of the Demak Detention Center, as well as some work that must involve prisoners in the administrative process and directing new prisoners. This finding is under the expression of the Head of the Sub-Section of Management of the Detention Center class IIB Demak:

"The workload given by the superior is sometimes beyond the capability of the officer, this results in the officer's motivation decreasing because it is not balanced with compensation from the leadership" (A.T. Handayani, Wawancara, 22 September 2022).

In addition, observation findings at the Demak Class IIB Detention Center found that the lack of officers caused the enormous workload, so many prison officers concurrently had several jobs. This condition is what makes the officers in the Detention Center class IIB Demak have decreased work motivation, and the workload given is not completed. Therefore, considering the age and education of employees in the detention center have

different distances and levels, the head of the detention center should firmly give a work order under the level of ability of the officers in the Detention Center class IIB Demak and not to forget the Ministry of Law and HAM pay attention to this by re-staffing t several Civil Servants who have great potential in the development of the Demak class IIB Detention Center so that there are no more officers who have concurrent duties and The motivation of officers in working so that it can be further improved.

#### **1.4 Low skills possessed by correctional officers.**

Due to the lack of knowledge, many prison and detention center officers in Indonesia still lack the skills or abilities they should have as detention officers, considering their very vulnerable jobs are at risk. The skills that the prisoner guard officer must possess are not only for himself but to protect the people around him in the event of a precarious situation in the prison/detention center itself. The provision of skills can also make officers more excited about starting their work again. The head of the Detention Center Management subsection class IIB Demak revealed the same findings as described above:

"the skills that the employees have are still lacking because they rarely even never get regular training" (A.T. Handayani, wawancara, 22 September 2022).

This information explained that the lack of training received by the officers of the Demak Class IIB Detention Center resulted in a lack of skills they had. This information is what is very influential in the lack of MSDM functionality.

## **2. Correctional officer performance improvement strategies**

Based on several HR management theories, human resource management proves to be essential because it includes a driver and manager of other production factors such as capital and raw materials. We can understand this because an organization will not function without human resources. This thesis is due to Siagian's 2003 opinion that human resource management is a critical element of any organization and that all organizations can manage human resources as accurately as possible. In the opinion of GR Terry 1958, four components can improve the duties of correctional officers in the Demak Class IIB State Detention Center, including:

### **2.1 Planning**

Planning is about determining the achievements to be achieved in the future and what needs to be implemented and carried out to achieve these achievements/expectations. As with the Demak Detention Center, picking, prison employees must be done right from the start so they can do their jobs responsibly and honestly. This problem is because prison employees have to take care of people with different ideas, behaviors, and cultures than they do.

Why is it mandatory for the correctional officer to know the planning function? Because all parts must be involved and understand the direction of achievements/expectations and targets that the Demak Detention Center wants to achieve as a form of dedication and responsibility. This planning function is the beginning of the organization's success in realizing that the community can accept prisoners who obey the law and do not repeat their actions.

Based on the results of field observations, according to the theory of George Terry (1958), the main component is to plan and improve the mission of prison officers by implementing the MSDM function and determining the achievements/expectations to be achieved. Therefore, to reach these goals/expectations, for example, in the city of Demak Detention Center in Central Java, the selection of prison employee candidates is made by selecting candidates for Civil Servants through a selection of position formations set by the Ministry of Law and Human Rights. Choose the significant needs for our human rights and organization, and choose candidates with high integrity, innovation, and dedication to the organization's work and functions so that officers will not be left behind in work. Determine competence in their respective fields. This opinion is in line with the GR theory. Terry 1958 argues that planning is an activity that determines the achievements/expectations to be achieved by outlining what needs to be implemented and carried out and what methods are used to achieve the organization's desired results. Some activities explain how to achieve these achievements/expectations. Planning or *planning* is the elaboration of the achievements/expectations to be achieved in the future, defining what needs to be implemented and carried out to achieve the achievements/expectations of an employee to be able to carry out his duties and responsibilities under the field where the employee works.

## 2.2 Organizing

Organizing is the foundation of management planning. Organizing is made and used to gather and organize all resources needed for planning, especially human resources so that people can carry out activities in a way that helps them reach the goals or expectations that have been set. For George Terry, 1958, organizing allowed people to be grouped into one or more groups to carry out different obligations. The achievement/expectation of organizing is to allow people to serve efficiently in a body or agency. For example, the head of the Detention Center has a system for dividing up the duties and classes of prison officials so they can do their jobs more effectively and efficiently. This division of duties must be strictly followed in the community after the prisoners are released because they do different jobs and activities to care for them together and do the work honestly.

This organization's duties and obligations are still guided by the exact achievements/expectations. Therefore, organizing is still done jointly to realize the achievements/expectations that will improve correctional officers' performance.

## 2.3 Actuating (mover or execution)

In this regard, the active role of the head of the Detention Center class IIB Demak is considered to have a significant role in leading or organizing its members to carry out the work sincerely and passionately, such as providing direction and guidance to his subordinates directly or indirectly to work together to achieve the achievements/expectations of the organization that has been planned tillers and organized according to their respective duties. According to George Terry (1958), *actuating* or mobilizing is defined as mobilizing others to

work in good faith and enthusiasm to achieve the targets and achievements of an institution or organization under plan and organization.

#### 2.4 Controlling

In this case, supervision is carried out by the head of the State Detention Center class IIB Demak to measure the implementation that has been carried out under the achievements/expectations/expectations that have been agreed upon. Whether in the implementation of the officer's performance, deviations or certain obstacles result in the no implementation of activities. The supervisory function is a determining factor for the organization's success because there are evaluations and improvements to improve effective and efficient performance.

#### CONCLUSION

From these problems and discussions, it can be concluded that understanding the management function of human resources is necessary and needed in the organization to improve correctional officers' performance of correctional officers. However, there are inhibiting factors in its implementation, such as lack of training and compensation, lack of support facilities, increased workload, and decreased motivation, and low skills possessed by correctional officers.

A structured strategy is needed to improve the performance of correctional officers. According to GR Terry in 1958, the strategy has four parts that can help improve the duties of correctional officers in the Demak Class IIB State Detention Center. These parts are planning, *organizing*, *acting*, and *controlling* (oversight). Of the four (4) components, it is expected to be implemented properly, effectively, and efficiently.

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