

The Leadership In Overcoming Human Resource Management Limitations For Visitor Reception At Class IIA Kasongan Narcotics Correctional Facility

Puspita Kusma Ramadhani ^{1*}

Luci Afiani Octavia ²

^{1,2} Public Administration Study Program, University of Muhammadiyah Palangkaraya, Palangka Raya, Indonesia

email: phitamb@gmail.com

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Abstract

A correctional facility is responsible for inmate rehabilitation, which includes fulfilling human rights, such as the right to receive visits. The visitation system is a critical component involving procedures, requirements, and personnel managing visitor reception. The success of a prison in achieving its objectives depends on effective leadership, ensuring optimal utilization of human resources. This study examines how prison leadership at Class IIA Kasongan Narcotics Correctional Facility addresses human resource limitations in visitor reception. The research employs a qualitative descriptive approach, using interviews, observations, and document analysis for data collection. Findings indicate that while the visitation system adheres to regulations, implementation challenges persist due to limited human resource capacity. Leadership strategies to address these issues include effective human resource planning, assigning dedicated personnel for visitor reception, investing in technical training and professional development, fostering a supportive work environment, and adopting innovative management practices. Additionally, improving internal coordination enhances operational efficiency. Strengthening visitor reception through structured staffing, training, and modernized management approaches ensures a seamless, rights-compliant visitation experience. Enhancing workforce capabilities and optimizing internal processes are essential for improving service quality. Implementing these strategies at Class IIA Kasongan Narcotics Correctional Facility is crucial for creating an efficient and professional visitor management system, ultimately supporting the institution's broader rehabilitation mission.



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INTRODUCTION

The correctional facility (Lapas) operates within a specialized public service domain, catering to a specific public sector. Despite its specialized nature, the quality of public services provided should not be compromised. Correctional institutions function based on the principle of upholding human rights, ensuring that inmates receive their rights, including the right to family visits, legal counsel, or other authorized visitors. The regulations governing inmate rights are clearly stipulated in Law No. 22 of 2022 on Correctional Institutions. Human Resource Management (HRM) is a crucial focus in organizational development to achieve competitive excellence. Human resources play a significant role in determining an organization's success. Effective HRM is vital for achieving organizational goals, as the efficiency and effectiveness of human resources directly impact operational outcomes.

However, field observations indicate persistent challenges in visitation services at correctional facilities. Staff members responsible for visitor reception are often unavailable due to their involvement in other duties such as processing new inmates, facilitating court requests, or handling inmate releases. The limited number of personnel assigned to visitation management affects the execution of visits, leading to long queues, visitor discomfort, and potential security risks within the correctional environment.

To establish an efficient visitation system, regulatory frameworks alone are insufficient. Competent leadership is required to enhance the quality and availability of human resources within the correctional facility. This study aims to examine how the correctional facility leadership addresses HRM limitations in visitor services at Class IIA Narcotics Correctional Facility Kasongan. The findings are expected to contribute theoretically to the development of visitation service systems in correctional institutions while also offering strategic recommendations for improving visitation management. Adequate staffing and continuous technical training for personnel will not only streamline visitation procedures but also foster a more humane and satisfactory visitor experience while maintaining security and order..

METHOD

This study employs a qualitative descriptive approach. According to Sugiyono (2022), qualitative descriptive research is based on post-positivism philosophy, designed to study natural phenomena where the researcher serves as the key instrument. Data collection methods include triangulation techniques (a combination of observations, interviews, and documentation), with qualitative data analysis that emphasizes inductive reasoning, meaning construction, and the discovery of unique patterns and hypotheses.

The research was conducted at Class IIA Narcotics Correctional Facility Kasongan, located at Jl. Cilik Riwut Km. 10, Kelurahan Kasongan Lama, Katingan Hilir District, Katingan Regency, Central Kalimantan 74413, from October 1, 2024, to December 7, 2024. The study population consisted of 20 correctional staff and members of the public, with a sample of 10 respondents. Data sources included the Correctional Facility Head, Heads of Inmate Guidance and Registration Subsections, Security Commanders, correctional staff, visitors, inmates receiving visits, and correctional officers handling visitations.

RESULTS AND DISCUSSION

Correctional Institutions (Lapas) are places for rehabilitating inmates. Lapas functions as a law enforcement apparatus while also playing a strategic role in developing independent, responsible, high-quality, and dignified human resources. The provision of rights to inmates in correctional institutions is based on the applicable correctional laws. These rights are granted considering specific conditions or requirements that must be met. Another regulation governing the provision of inmates' rights is Government Regulation No. 32 of 1999 on the Terms and Procedures for the Implementation of Inmate Rights. The right to receive family visits for inmates is regulated in Article 30 of Government Regulation No. 32 of 1999, which states that "Every inmate and juvenile offender has the right to receive visits from family, legal counsel, or certain other individuals."

The success of an organization in achieving its goals depends on its leadership. A leader must effectively and efficiently utilize all the organization's resources to facilitate goal attainment. Leadership, as an activity of influencing and persuading others to cooperate, involves a complex interaction between leaders and subordinates. Successful leadership is not only about giving directions but also about building strong relationships and mutual influence (Muktamar, 2024). John C. Maxwell, a renowned American author famous for his leadership books, firmly states:

"Leadership is influence, nothing more, nothing less."

"Leadership is simply about influence – no more, no less."

Leadership encompasses five essential activities: making strategic decisions, communicating effectively, motivating and inspiring subordinates, building a strong team or organization, and instilling attitudes and knowledge to ensure subordinates are skilled in achieving set objectives (Isnaini, 2020). Each of these five core leadership activities highlights the complexity of leadership roles. For example, decision-making is a crucial element in leadership processes, while effective communication is the key to successful leadership. Motivating and inspiring subordinates is essential for optimal performance, while team-building is a strategic step towards achieving common goals. Additionally, instilling attitudes and

knowledge in subordinates is a vital effort to enhance their skills in reaching the established targets. All these elements play a crucial role in shaping effective leadership.



Figure 1: The Process of Conducting a Visit

According to Suprihanto (2021:247), professional human resource management (HRM) transforms the available resources into productive individuals. Professional HRM views people as part of a system. Therefore, comprehensive steps are needed, including job analysis to find the right roles, recruitment to find the right people, development systems, training, payroll, benefits, compensation, and evaluations to achieve meaningful workforce planning and individual management.

The success of an organization is determined by the extent to which its planned goals are achieved, whether in government or private organizations. To achieve these goals, participation from various elements within the organization is crucial, including human resources (HR). An organization must manage its human resources effectively. Even with good infrastructure, if human resources are lacking, organizational activities will not run smoothly. HR is a key factor in determining organizational success. An organization will advance and develop if it has competent HR that can work as partners with its leaders in completing and executing responsibilities.

According to Harries Madiistriyatno (2019:1), a leader is someone with leadership skills, meaning the ability to influence others or groups, regardless of the reasoning. A leader is an individual entrusted with guiding subordinates (followers) toward achieving designated objectives. According to Terry in Sutrisno (2016:219), the functions of leadership in an organization can be grouped into four aspects:

1. Planning
2. Organizing
3. Actuating
4. Controlling

In carrying out their functions, leaders have specific duties, including ensuring that the group can achieve its goals effectively, working collaboratively, and handling any challenges the group encounters.



Figure 2: Visitors Waiting room

This study examines the leadership of Lapas officials in addressing HRM constraints in visitor management at Narcotics Correctional Institution Class IIA Kasongan. The study involves 20 correctional officers, including the Head of Lapas, the Head of Inmate and Juvenile Guidance, the Head of the Registration Subdivision, Security Commanders, and staff from each division. Additionally, visitors who have experienced the correctional facility's visitation system, inmates, and detainees who have visitation rights, as well as Lapas employees managing visit services, were selected as research respondents.

At Narcotics Correctional Institution Class IIA Kasongan, the inmate visitation system allows families, legal advisors, or specific individuals to visit, as part of their fundamental rights. Leadership plays a crucial role in ensuring that the visitation system runs smoothly and is well-organized. The Lapas leader must be fair and willing to serve the needs of staff members. A leader is the first representative of a group, guiding it toward its objectives. Therefore, choosing a leader with a strong vision is essential. Additionally, understanding the concept of excellent service is necessary. Serving does not mean being subordinate, but rather having the ability to meet the needs of the group. A leader must not only give orders but also be the first to take action in various situations (Madiistriyatno, H, 2019).

The lack of HR at Narcotics Correctional Institution Class IIA Kasongan has negatively impacted the visitation system's effectiveness, affecting inmates' basic rights. Adequate HR planning must be implemented systematically, based on analytical studies mapping HR needs over a specified period. HR fulfillment planning must be realistic, taking available budget allocations and prioritizing needs into account.

According to the Head of Inmate and Juvenile Guidance, when interviewed about whether the human resources handling visitations were adequate, he stated, "They are inadequate because there is only one officer responsible for visitor registration. Ideally, at least two officers should be assigned to visitor reception and baggage screening. Additional personnel from other divisions are needed to address the shortage of visitor reception operators. Moreover, training programs for these operators should be conducted, either by the regional office or the central ministry."



Figure 4: Head of Inmate and Juvenile Guidance

According to the Head of Inmate and Juvenile Guidance, when interviewed about whether the human resources handling visitations were adequate, he stated, *"They are inadequate because there is only one officer responsible for visitor registration. Ideally, at least two officers should be assigned to visitor reception and baggage screening. Additional personnel from other divisions are needed to address the shortage of visitor reception operators. Moreover, training programs for these operators should be conducted, either by the regional office or the central ministry."*

Meanwhile, according to Squad Commander I, I Wayan Yudianto, regarding visitor reception, he stated, *"So far, the visitations carried out by the assigned officers have been running smoothly. However, it is crucial to ensure that if a staff member is unable to be on duty due to a shift break, a replacement must be available. This information should be communicated at least a day in advance so that the replacement officer is clearly designated."*

Based on observations and interviews with officers, the shortage of HR at Narcotics Correctional Institution Class IIA Kasongan poses a significant challenge to an optimal visitation system. Some officers must handle dual responsibilities, such as managing visitations while also processing inmate releases or handling court requests from prosecutors. This situation often causes officers to leave their visitation posts, leading to longer waiting times for visitors. Visitors must wait longer for their turn, and officers must ensure each visitor receives fair service. As a result, visitor comfort is disrupted, especially during peak hours when long queues form and the system does not operate efficiently.



Figure 5: Visitor Waiting Time Issues

According to Commander of Guard Team II, Rudini, when asked about how to maximize human resources in visitor reception, he stated, "To achieve excellent service for the families of inmates, the prison is expected to ensure that officers perform their duties well, provide friendly service, and if they are unable to attend, they must confirm with their replacement so that the visitation process can be enjoyed by the community and they feel satisfied."

Similarly, Commander of Guard Team III, Johan Tri, emphasized the importance of officer training, stating, "The skills and competencies of visitor reception officers must be adequate because their primary role is to serve and act as protectors for the inmates. When inmates' rights to receive visits are fulfilled properly, their fundamental rights are guaranteed and well-implemented."

Additionally, Akhmad Zulkifli, Commander of Guard Team IV, commented on the efficiency of the visitation process, saying, "So far, the visitation system has been sufficient, but to ensure its effectiveness and efficiency, personnel must always be present. If an officer is unable to perform their duties, a substitute or additional staff should be assigned."

Furthermore, E, a family member of an inmate who came for a visit, shared their experience, stating, "I find the visitation system to be good; however, on one occasion, I had to wait longer than usual because the officer was handling another matter, so I had to wait."



Figure 6. Family visitation during a meeting with an inmate

According to the statement from P, who is the mother of an inmate wishing to visit her child, when asked by the researcher about her opinion regarding the officers handling visitations and whether the number of staff was sufficient, she responded, "Yes, the officers are friendly and provide clear information, but I feel there are too few of them since only one officer is available. When there are many visitors, the waiting time becomes longer, and sometimes the post is empty because the officer is not there."

In addition to service delays, the lack of human resources also reduces visitor satisfaction with the visitation system. On average, the prison receives about 20 visitors per day, with a weekly total of approximately 80 visitors and a monthly total of around 250 visitors. This relatively high number of visitors significantly increases the workload of the officers, while the limited number of visitation officers prevents the system from functioning optimally. This situation highlights the urgent need to increase human resources to ensure a more efficient visitation system.

The shortage of human resources in the prison can extend waiting times, which in turn affects the comfort of service users. In this context, increasing the number of officers or improving their competencies is essential for

maintaining service effectiveness. Human resources have several limitations that can impact organizational performance and productivity. The number of employees may not be sufficient to meet job or project demands, leading to excessive workloads for certain individuals or departments. With limited staff and budget constraints for salaries, employees often feel pressured to meet deadlines with minimal team members.

Leadership in human resource management (HRM) is a critical factor in achieving organizational success. In the ever-evolving business landscape, leadership not only influences individual performance but also has a significant impact on overall productivity, job satisfaction, and employee retention. Effective leadership requires not only decision-making skills but also the ability to motivate, guide, and inspire employees to achieve organizational goals efficiently.

Organizational leaders play a central role in creating solutions to human resource constraints, especially in managing and optimizing the visitation process. Each leader has a different perspective, so it is crucial to fully understand what actions need to be taken. A wrong decision can have severe consequences. Besides being intelligent, a leader must also be strong – strong in the sense of being able to handle various situations quickly and possessing good physical endurance. Organizational leaders use internal communication strategies and supervision of visitation services to maintain smooth operations while also implementing measures to address HR shortages.

Based on research findings, several solutions are recommended to overcome HR limitations. Prison leaders can take steps such as effective human resource planning, adding dedicated visitation officers, investing in technical training and development for visitation staff, creating a supportive work environment, and adopting innovative management practices. Strengthening internal coordination is also essential for improving the visitation system at the Class IIA Narcotics Prison in Kasongan. Increasing HR capacity and improving coordination structures are considered vital for enhancing visitation service efficiency. The prison warden, as the highest authority, collaborates with the Head of Inmate Guidance and Education and the Head of the Registration Subsection to ensure smooth visitation procedures. However, more intensive coordination and supervision are needed to ensure that each officer performs their duties according to their designated role within the organizational structure.

It is recommended that the Ministry of Law and Human Rights recruit specialized prison officers to handle visitation services. Adequate human resources and continuous technical training for staff will not only streamline the visitation process but also create a more humane and satisfying visitation experience. This will enable the prison to establish a visitor-oriented system that enhances public satisfaction while supporting a more beneficial correctional function for inmates and society at large.

CONCLUSION

Leadership in correctional institutions plays a crucial role in overcoming HRM constraints. Based on Isnaini (2020), effective leadership consists of five core activities: strategic decision-making, effective communication, motivating and inspiring subordinates, building strong teams, and instilling attitudes and knowledge. If leaders implement these five activities effectively, they can improve their leadership quality and address HRM limitations to ensure smooth organizational operations. HR shortages at Lapas Narkotika Class IIA Kasongan have resulted in long queues and visitor dissatisfaction. Strategies to overcome HR constraints include effective workforce planning, adding specialized visitation officers, investing in continuous training, creating a supportive work environment, adopting innovative management practices, and enhancing internal coordination. These efforts are essential for improving the visitation system at Lapas Narkotika Class IIA Kasongan. It is recommended that the Ministry of Law and Human Rights recruit dedicated prison staff for visitation services. Adequate HR and continuous technical training will not only streamline the visitation process but also create a

more humane and satisfying visitor experience. Thus, correctional institutions can establish a visitation system that prioritizes visitor satisfaction while supporting the broader correctional function that benefits both inmates and society.

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