



GOVERNMENT REFORM IN STATE IMPRISONMENT HOUSE: A CASE ANALYSIS IN KEFAMENANU

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Abstract

The title of this research is "Governance Reform in State Detention Centers: An Analysis of Cases in Kefamenanu." The objective of this research is to provide a comprehensive description of the level of bureaucratic change that has been implemented at the Kefamenanu Class IIB State Detention Center. The research methodology employed in this research is qualitative descriptive research using an exploratory approach. The objective of the researchers is to uncover factual information or realities related to a specific social issue. Data gathering approaches employ the methods of observation, interviews, and documentation. The research titled "Bureaucratic Reform in the Kefamenanu Class IIB State Detention Center" reveals that it focuses on five aspects: altering thought patterns and behavior, transforming rulers into servants, serving the community, generating community satisfaction, and implementing effective management. The personnel mindset and conduct at the Kefamenanu Class IIB State Detention Center have successfully adapted to the bureaucratic reform, resulting in improved performance and service for detainees. Employees who demonstrate exceptional performance are rewarded, while those who breach established regulations are subject to sanctions. The service given at the Class IIB Kefamenanu Detention Center for fulfilling the rights of detainees and the community is commendable, as it is offered free of charge without any expenses. The service techniques available to inmates are easily accessible. Enhancing activities or training programs that foster employee skills and innovation to maximize their potential is beneficial for the organization to ensure clear organization of direction and goals. Some employees still possess significant individual egos.

Keywords: Bureaucratic, Behavior, Reform

Abstrak

Penelitian ini berjudul "Reformasi Tata Kelola Pemerintahan Di Rumah Tahanan Negara: (Analisis Kasus Di Rumah Tahanan Kefamenanu)". Tujuan penelitian ini untuk mendeskripsikan sejauh mana Reformasi Birokrasi di Rumah Tahanan Negara Kelas IIB Kefamenanu. Jenis penelitian yang digunakan dalam penelitian ini adalah penelitian deskriptif kualitatif dengan pendekatan eksploratif dimana peneliti berusaha untuk mengungkapkan suatu fakta atau realita fenomena sosial tertentu. Teknik pengumpulan data menggunakan observasi atau pengamatan, wawancara dan dokumentasi. Hasil penelitian dengan judul Reformasi Birokrasi di Rumah Tahanan Negara Kelas IIB Kefamenanu menunjukkan ada dari kelima aspek yang menjadi fokus penelitian ini yaitu perubahan pola pikir dan perilaku, perubahan penguasa menjadi pelayan, pelayan Masyarakat, menciptakan kepuasan pada Masyarakat serta manajemen yang efektif. Perubahan pola pikir dan perilaku pegawai dalam rangka reformasi birokrasi di Rumah Tahanan Negara Kelas IIB Kefamenanu dalam kinerja dan pelayanan bagi warga binaan telah berjalan baik. Diberlakukan pula *reward dan punishment* terhadap pegawai yang berprestasi dan kepada pegawai yang melanggar peraturan yang ada. Pelayanan akan pemenuhan hak-hak warga binaan serta masyarakat secara luas yang ada pada Rutan Kelas IIB Kefamenanu sudah baik hal ini ditandai dengan pelayanan yang berikan gratis tanpa biaya apapun. Prosedur layanan yang diberikan kepada warga binaan mudah dijangkau. Peningkatkan kegiatan atau pelatihan yang menunjang kemampuan dan kreativitas pegawai agar lebih mengembangkan potensi diri hal ini berguna bagi organisasi sehingga arah dan tujuan tertata dengan jelas. Masih ada pegawai yang memiliki ego individual yang tinggi.

Kata Kunci : Reformasi, Perilaku, Birokrasi

INTRODUCTION

Bureaucracy is often associated with inefficiency, squandering resources, and a lack of motivation. Indeed, a bureaucratic framework remains necessary to ensure that operational processes adhere to established regulations. Etymologically, the term bureaucracy is derived from two English words: bureau, which refers to a desk, office, or government agency, and cracy, which denotes a kind of administration. This phrase can be construed as a kind of governance that operates through a centralized administrative structure, such as a desk, bureau, or office. Vincent de Gournay (1712-1759) was the economist who initially introduced the concept of bureaucracy. Effective management of government bureaucracy necessitates adherence to the principles of sound and proficient governance. The bureaucracy must prioritize the interests of the people and strive to deliver exceptional service. It should operate with transparency, accountability, and without engaging in corrupt, collusive, or nepotistic actions (Ayub & Wibowo, 2023; A. Kuswandi et al., 2023).

The execution of bureaucratic reform is required under Presidential Regulation Number 81 of 2010, which addresses the Grand Design for Bureaucratic Reform from 2010 to 2025. The need for bureaucratic reform is no longer limited to various sectors of society who desire improved quality in the bureaucracy and its infrastructure. A series of reforms were implemented in the state administration system with the aim of establishing effective governance. At now, the Ministry of Law and Human Rights is actively promoting bureaucratic reform. The Ministry of Law and Human Rights has implemented the Bureaucratic Reform Program since the start of the reform. This program is directed by the regulations set forth by the Minister for Administrative Reform and Bureaucratic Reform.

Bureaucratic reform in the Ministry of Law and Human Rights aims to fundamentally transform the government's paradigm and governance, establishing a professional bureaucracy that is adaptable, honest, and free from corruption, collusion, and nepotism. The goal is to ensure that the

bureaucracy effectively serves the public and remains accountable (Ambarisiwi et al., 2021; Briando et al., 2018). Pursuant to Regulation number 20 of 2017 issued by the Minister of Law and Human Rights of the Republic of Indonesia, which pertains to the code of ethics and employee behavior code. Minister of Law and Human Rights Regulation number 20 of 2017 in the Republic of Indonesia contains information regarding "PASTI". The term "PASTI" is an abbreviation representing the core principles of the Ministry of Law and Human Rights, which are Professionalism, Accountability, Synergy, Transparency, and Innovation. Ministry of Law and Human Rights employees are required to embody the PASTI values and demonstrate the determination to apply these values in their work. The Ministry of Law and Human Rights has introduced the PASTI values system, particularly at the Class II B Kefamenanu State Detention Center. The main goal of this system is to shape the profile and behavior of correctional officers who possess strong integrity, are productive and accountable, and have the capacity to deliver exceptional service to both the community at large and individual citizens. The primary objective is to establish a bureaucracy that is characterized by cleanliness, efficiency, effectiveness, productivity, transparency, and accountability. This is intended to bring about a transformation in the mindset, work culture, and social management system. To achieve bureaucratic reform in the Ministry of Law and Human Rights, particularly in the area of socialization at the Class II B Kefamenanu State Detention Center, it is necessary for the center to operate efficiently and effectively in order to gain recognition from various stakeholders. This should serve as motivation for all Ministry of Law and Human Rights employees, especially those at the Detention Center. They should strive to continue working optimally in order to provide the best service to the community as a whole, and specifically to Correctional Inmates, based on the PASTI values (Professionalism, Accountability, Synergy, Transparency, and Innovation).

Professionalism, in this context, refers to the dedication of officials from the Ministry

of Law and Human Rights to diligently pursue organizational objectives by demonstrating expertise in their respective fields, while adhering to ethical principles and maintaining professional integrity. Moreover, Accountability refers to the responsibility of ensuring that all actions carried out within the scope of government administration may be justified and subject to scrutiny by the community, in compliance with relevant statutes or regulations. The subsequent aspect is Synergy, wherein the officials of the Ministry of Law and Human Rights are required to demonstrate unwavering dedication towards establishing and guaranteeing fruitful collaborative connections and harmonious alliances with stakeholders in order to identify and execute the most optimal, beneficial, and high-quality solutions. In addition, it is imperative for officials from the Ministry of Law and Human Rights to prioritize Transparency in order to ensure universal access to government administration information. This includes details about policies, the decision-making and implementation processes, and the outcomes achieved. The final value is Innovative, which indicates that the Ministry of Law and Human Rights is committed to supporting creativity and implementing initiatives to consistently innovate in the performance of its responsibilities and functions.

LITERATURE REVIEW

A. Bureaucracy

Weber argues that bureaucracy is the optimal form of organization for contemporary society, as it enables the efficient functioning of individuals' lives (Ashshiddiqi et al., 2021; Jamaluddin, 2021; Syamsibar, 2021). This compatibility originates from the establishment of bureaucratic progress rooted on "legal-rational" principles and sources of authority (Jamaluddin, 2021). Weber believed that the administrative process in government activities could only achieve efficiency, regularity, and partisanship if the organizational structure of the government resembled that of a machine (Morgan, 1986).

Consequently, it is anticipated that there will be no prejudice against any individual. Bureaucracy is a methodical and reasonable process and system designed to establish organized, predictable, and manageable labor procedures and systems (Ammas et al., 2023; Atikah et al., 2023).

Max Weber incorporates various features of bureaucracy in his concept of the perfect bureaucratic model. Firstly, bureaucracy will invariably mirror a meticulously structured hierarchy. This hierarchy, among other factors, illustrates the levels of power that have consequences for the ongoing dynamics between those in positions of higher authority and those in positions of lower authority. Furthermore, bureaucracy is distinguished by the presence of a structured set of regulations that establish and define the rights and responsibilities of every individual holding a position within the organization. The purpose of this rule is to streamline operations and enhance working relationships among various office holders. Moreover, bureaucracy, characterized by its procedural structure, seeks to ensure transparency in the process of job completion through clearly defined stages and interconnected tasks. In addition, bureaucracy promotes the cultivation of impersonal connections as a means to prevent prejudice. The ties between individuals and tasks are characterized as objective and legal-rational relationships. Bureaucracy evades interpersonal connections, whether established through patronage or favoritism. On the top of that, bureaucracy necessitates that the selection and advancement of workers be determined only on the basis of their expertise (Arifin, 2020; Hawari & Kartini, 2023; Jawhari, 2022; I. Kuswandi, 2020; Sukma & Firdaus, 2020).

The features of Weberian bureaucracy were designed to achieve the ideals of efficiency, uniform productivity, and predictability. The implementation of division of labor and meritocracy is essential in order to ensure the proper functioning of the bureaucracy. It is challenging for us to conceive that a sizable governmental entity can effectively execute diverse intricate tasks without a distinct allocation of work. The division of labor can simplify complex

administrative processes by breaking them down into more focused activities. Subsequently, an individual is designated who possesses the competence to execute each task.

As stated by Peter Al Blau and Charles H. Page, bureaucracy is designed to efficiently coordinate the routine tasks that require the involvement of a large number of individuals (Mughtar et al., 2023). Bureaucracy is a form of organization that efficiently coordinates the efforts of numerous individuals to accomplish complex administrative duties. According to Sayre, bureaucracy is characterized by the division of labor, a hierarchical structure of power, adherence to legal regulations, a system of reporting, and staff with specialized talents and functions (Anggraini, 2020; Titin Rohayatin, 2021).

B. Bureaucratic Reform

Bureaucratic reform is an essential project undertaken by the government to establish effective governance and implement substantial changes to the administrative system, particularly in terms of institutional structure, management practices, and human resource components of the government apparatus. The backbone of changes in national and state life lies not only in being effective and efficient, but also in implementing bureaucratic reform. Bureaucratic reform refers to the systematic and comprehensive efforts made to bring about fundamental changes and improvements in the government's administrative structure, particularly with regard to the implementation of high-quality services.

In this research, the researchers employed various elements of bureaucratic reform as outlined by Sedarmayanti (2009). Bureaucratic reform refers to the government's endeavor to enhance performance by implementing various strategies in order to achieve effectiveness, efficiency, and accountability. Bureaucratic reform encompasses several modifications, specifically:

1. Shift in cognitive processes (thought patterns, attitude patterns, and behavioral patterns).

2. Transition from monarch to servant.
3. Public servant.
4. Fostering community contentment.
5. Efficient management.

Effective bureaucratic reform hinges upon a resolute dedication from individuals to overhaul the bureaucratic structure itself. Merely relying on individual transformation is insufficient; this commitment must also be integrated into the system that will be executed. Efficient bureaucratic structures and procedures should be established in line with the principles of good governance. The objective of bureaucratic reform is to enhance bureaucratic practices in order to achieve good governance by establishing a government bureaucracy that is more efficient and effective in terms of organization, human resources, procedures, and regulations. Additionally, it aims to improve supervision and accountability to enhance the quality of public service. This involves reorganizing, refining, and improving the bureaucracy to make it cleaner, more efficient, effective, and productive. In order to achieve bureaucratic reform, it is necessary to thoroughly enhance bureaucratic practices by adhering to the principles of good governance.

Sedarmayanti (2009) argues that effective governance necessitates bureaucrats to have a professional demeanor while executing their responsibilities and roles. Sedarmayanti (2009) defines professionals as individuals who possess a comprehensive understanding of their tasks and obligations, together with expertise, skills, and practical experience. The bureaucracy should prioritize the concepts of performance accountability, namely the responsibility of government officials to be held accountable for all their activities and policies that they establish.

Transparency is essential for successful governance, since it allows the government to be open and provide information to its citizens at both the federal and regional levels. Sedarmayanti (2009) emphasizes the significance of incorporating the principle of cooperation or synergy in establishing an effective bureaucratic system. This principle is crucial for fostering productive collaborative relationships and harmonious partnerships with stakeholders. Effective

governance has the ability to provide valuable and high-quality output as a sustainable form of innovation.

Bureaucratic reform is an essential program undertaken by the government to establish good governance and implement significant changes to the administrative system, particularly in terms of institutional organization, management, and human resources of the government apparatus. An effective and efficient government administration system is being established through the implementation of bureaucratic reform.

Administrative overhaul is the foundation of transformations in both national and state affairs. Bureaucratic reform refers to the systematic implementation of significant changes and improvements to the government's administrative system with the aim of achieving good governance.

RESEARCH METHOD

The methodology employed in this research is qualitative research. This qualitative research seeks to uncover qualitative data by focusing on process and meaning, providing a factual, systematic, and precise description of the topics at hand. This qualitative research aims to uncover the realities of Bureaucratic Reform at the Class IIB Kefamenanu State Detention Center by translating and interpreting data and information.

This research aims to investigate Government Governance Reform in State Detention Centers, specifically focusing on the case analysis in Kefamenanu. The research will also examine issues of bureaucratic reform based on the framework proposed by Sedarmayanti. The data analysis technique employed in this research is the interactive model developed by Miles and Huberman.

RESULT AND DISCUSSION

Following the Decree of the Minister of Justice of the Republic of Indonesia Number 06 of 1983, dated 16 December 1983, the Kefamenanu Correctional Institution was renamed to the Kefamenanu State Detention Center. This decree pertained to the

designation of correctional institutions as state detention centers across Indonesia, encompassing a total of 278 units. The Director General of Corrections issued Circular Number: LP.10.13/3/1986, which changed the Kefamenanu Prison to the Kefamenanu Class IIB State Detention Center. The Class IIA Justice Institution (LAPAS) is located in the capital of East Nusa Tenggara. The correctional institution in question is the Kupang Correctional Institution, which falls under the Class IIA category. Reform is inherently intertwined with the implementation of change initiatives, encompassing several aspects such as:

1. Shift In Cognitive Processes and Actions

As stated by Sedarmayanti (2009) Shifts in cognitive processes (mental frameworks, disposition frameworks, and behavioral frameworks). The changes at stake involve the necessity for the bureaucracy to alter its past (damaging) cognitive processes. According to established expert theory, it appears that there are still employees at the Class IIB Kefamenanu State Detention Center who have not been able to effectively manage their thoughts and actions when it comes to adhering to work schedules. Specifically, there are still employees at the Class IIB Kefamenanu State Detention Center who frequently arrive late for work. Whether it is arriving late to the office or being tardy for a crucial joint meeting, both situations might have negative consequences. The mindset that is established involves enforcing discipline among all personnel in the correctional institution. This aligns with the statement made by Mr. Antonio Luis Pui Ximenes Da Costa, who serves as the Head of the Kefamenanu Detention Center.

“I consistently instruct each individual to uphold their own integrity. Individuals that possess integrity typically engage in thoughtful consideration prior to verbalizing, ensuring that their conduct and deeds align with their words. Employees must adhere to relevant rules and regulations while performing their tasks.” (Interview, Thursday, August 3rd, 2023)

In addition, attempts to enhance discipline are also undertaken by altering the employee's thinking, with the aim of fostering alterations in cognitive processes and conduct that align with their expectations. It is anticipated that the Kefamenanu Detention Center would be able to enhance the staff work quality.

“I consistently advocate for employees to alter their thinking through a process that necessitates awareness, commitment, and unwavering practice. As state officials, it is imperative that we cultivate a positive, adaptive, and growth-oriented attitude in order to greatly enhance the quality of our work.” (Interview, Thursday, August 3rd, 2023)

Habel Moruk, a general functional staff at Kefamenanu Detention Center, likewise expressed the same sentiment regarding employee discipline and mindset in performing their jobs.

“Employees are becoming increasingly cognizant of their responsibilities and roles. I have a punctual room staff member who consistently fulfills their assigned jobs and obligations.” (Interview, Saturday, August 5th, 2023)

One of the inmates at the Kefamenanu Detention Center expressed that employees in public services have a disciplined mindset. They also mentioned efforts to enhance service quality by implementing changes in employee discipline, which has had a positive impact on the inmates. Discipline is enforced among all inmates as well.

“As people who break the law, officers help us and train us well, especially when it comes to spiritual development services. These services are also free for us.” (Interview, Saturday, August 5th, 2023)

The inmates stated in their explanation that the detention staff's politeness toward the inmates who were perceived as friendlier and in compliance with service procedures, particularly in relation to visiting services, was indicative of the changes in disciplinary patterns implemented by prison employees.

“as long as we are served in a friendly manner and visiting service procedures are made easier” (Interview, Saturday,

August 5th, 2023)

In the context of bureaucratic reform at the class IIB Kefamenanu Detention Center, the researchers discovered that the changes in mindset and attitudes have been successful in terms of performance and service for inmates, as indicated by the outcomes of the interviews with the informants mentioned above. In reality, the service does not impose any expenses on an inmate who is serving a sentence at the class IIB Kefamenanu Detention Center. This is corroborated by the statements of the Head of the Class IIB Kefamenanu Detention Center, general functional personnel, and inmates. Consequently, the research on the alteration of thought patterns and behavior in the Kefamenanu class IIB detention center is consistent with the aspirations of detainees to secure the fulfillment of their rights.

In compliance with the research findings, the Kefamenanu Class IIB State Detention Center has demonstrated satisfactory performance and service for inmates in the context of bureaucratic reform, as evidenced by the issue of altering the mentality and behavior of employees. In reality, the service is provided free of charge to community services and offenders while they are serving their sentences at the Kefamenanu Detention Center, and there is no fee. This is corroborated by the statements of the Head of the Class IIB Kefamenanu Detention Center, general functional personnel, and inmates. Consequently, the research on the alteration of thought patterns and behavior in the Kefamenanu class IIB confinement center is consistent with the aspirations of the inmates and the general public to secure the fulfillment of their rights.

In accordance with the theory proposed by Sedarmayanti (2009), modifications in cognitive processes (thinking, attitude, and action patterns). The changes in question are that the bureaucracy must alter its previous (bad) thinking patterns, adopt a mindset that recognizes their role as servants of society, and maintain positive attitudes and behavior patterns that are consistent with statutory regulations, ensuring that they do not deviate from the established regulations.

Referring to existing theory, changes in

the mindset and behavior of employees at the Class IIB Kefamenanu State Detention Center have been successful.

2. Transition From Monarch to Servant.

Sedarmayanti (2009) stated that “The bureaucracy must alter their attitude in order to transform monarch into servants, as they have previously presumed that they are the rulers.” The personnel at the Kefamenanu Detention Center are increasingly proactive in their community service efforts, which is consistent with the current state of expert theory. The presence of Service Ambassadors, who are responsible for serving, receiving, and welcoming guests or members of the public who visit the Kefamennau Detention Center, demonstrates this. They assist in directing their requirements. service. In the narrative conveyed by Mr. Antonio Luis Pui Ximenes Da Costa as Head of the Kefamenanu Detention Center, the Kefamenanu Detention Center has implemented a variety of strategies, including the direct observation of field conditions to ensure that the prior policies are implemented in accordance with the established objectives. The narrative of Mr. Antonio Luis Pui Ximenes Da Costa, the Head of the Kefamenanu Detention Center, is as follows:

“There has been a shift in the leader's role, where they are not only responsible for creating policies but also actively involved in serving the community. This ensures that the policies are effectively implemented.” (Interview, Thursday, August 3rd, 2023)

To enforce this policy aimed at altering employees' mindset and discipline, the leadership of the Kefamenanu Detention Center also use rewards and punishments as a means of motivating staff at the facility. This is an excerpt from an interview with Mr. Antonio Luis Pui Ximenes Da Costa, who serves as the Head of the Kefamenanu Detention Center:

“One of the measures used to assess employee work patterns is the implementation of incentives and penalties. Organizations often implement a system of punishment and incentives to consistently incentivize people to

perform at their highest level for the benefit of the firm. The objective of implementing this reward and punishment system is to consistently motivate and incentivize people who consistently perform at a high level. I will impose stringent penalties on employees who exhibit behavior that is shameful.” (Interview, Thursday, August 3rd, 2023)

Moreover, in order to enhance the validity of the responses provided by the Head of the Detention Center and the overall operational team at the Detention Center. The research findings indicate that the workers at the Kefamenanu Detention Center demonstrate a high level of competence in delivering services. This is evident in their effective provision of advice and support to the detainees. Following is an excerpt from the interview:

“Indeed, employees have diligently adhered to the regulations, providing coaching and mentoring to all detainees.” (Interview, Saturday, August 5th, 2023)

In addition, the changes in service patterns implemented at the Kefamenanu Detention Center had a significant impact on the services provided. The services became more compassionate, with service ambassadors playing an optimized role in facilitating all services for prisoners at the Kefamenanu Detention Center. The interview findings clearly demonstrate this fact:

“The service offered is highly compassionate, and we receive support from service ambassadors to facilitate our access to necessary resources.” (Interview, Saturday, August 5th, 2023).



Figure 1. Service ambassadors assist and serve to visitors

The prisoner's transition into a servant at the Kefamenanu Class IIB State Detention

Center has been favorable. The provision of service to the community and convicts consistently stresses adherence to relevant laws and regulations while also maintaining a humanitarian approach. This is declared by the Head of the Kefamenanu Detention Center, who has expressed his intention to take decisive measures against staff who display a lack of willingness to fulfill their duties. There are employees who act as service ambassadors, providing assistance, guidance, and direction to individuals in need of services.

Based on the research findings, it is evident that the practice of replacing rulers with servants at the Kefamenanu Class IIB State Detention Center is beneficial. The provision of service to the community and convicts consistently prioritizes adherence to relevant laws and regulations. Employees who demonstrate exceptional performance are rewarded, while those who breach established regulations are subjected to sanctions. Employees are increasingly taking initiative in actively assisting the community. This is evident by the presence of personnel who act as Service Ambassadors at the Kefamenanu Detention Center. Their role is to assist, receive, and greet visitors or members of the public that come to the center, while also providing guidance for their service requirements.

In reference to Sedarmayanti's (2009) theory of transforming rulers into servants, the proposed change involves a shift in the attitude of the bureaucracy. Currently, the bureaucracy perceives themselves as rulers due to their elevated positions in society. This perception leads them to believe that they are entitled to respect. Consequently, it is imperative to eradicate such notions from the bureaucracy. Alterations in thinking have an impact on an individual's manner or approach, particularly within the realm of employment. In the realm of employment, they wield significant influence over every choice undertaken. An individual with a reactive attitude is more likely to make erroneous decisions. The same principle applies to conduct in the realm of employment. A contributing factor to bureaucratic issues is

the detrimental conduct exhibited and engaged in by bureaucrats.

In line with the present theory, the transition of power from the authorities to the employees' servants at the Class IIB Kefamenanu State Detention Center has been successful.

3. Public Servant

In accordance with Article 1, paragraph (2) of law number 25 of 2009, the Correctional Institution or State Detention Center is a government agency responsible for providing public services to the community. Within the realm of public services at correctional institutions, the individuals who fulfill the roles of public workers or act as representatives of state administrators are known as Correctional Technical Implementation Units, which encompass facilities such as prisons, detention centers, and similar establishments. This is confirmed in Corrections Law No. 22 of 2022. According to Article 4 of the Corrections Law, personnel of prisons or detention centers are responsible for providing services to both correctional detainees and the community. Based on the interview with Mr. Antonio Luis Pui Ximenes Da Costa, the Head of the Kefamenanu Detention Center, it was discovered that the services provided to inmates include assistance with parole, sentence reduction, and provision of food and drink. Additionally, the prison offers services to the community such as a public complaint service and a visiting service for inmates. This aligns with the information presented in the subsequent excerpt from the interview:

“We offer a range of services to inmates in compliance with relevant laws and regulations. These services include assisting with parole applications, facilitating sentence reductions, and providing food and beverages. Additionally, at Kefa Rutan, we operate a public complaint service and a prisoner visitation service for the community.” (Interview, Thursday, August 3rd, 2023)

In addition, in the research inquired Mr. Antonio Luis Pui Ximenes Da Costa, the Head of the Kefamenanu Detention Center, who

disclosed that the center is committed to providing all services free of charge and preventing extortion. This is achieved by ensuring that the employees of the center maintain a high level of integrity. Based on the provided interview excerpt:

“I consistently request that you uphold integrity in the performance of your responsibilities, as it is the primary asset that enables the production of high-quality work. Services are now provided at no cost, as required by law.” (Interview, Thursday, August 3rd, 2023)

Similarly, Renaldi Nubatonis, a general functional staff member at the Kefamenanu Detention Center, asserted the following in relation to Community Services:

“The services that are currently being provided are improving due to the presence of competent human resources. All services offered to the community and inmates are supplied at no cost.” (Interview, Saturday, August 5th, 2023)

Another prisoner, identified as SM, likewise expressed a similar sentiment regarding the community services mentioned below:

“We inmates have been given maximum service free from extortion and without any discrimination, many coaching programs are provided, such as spiritual coaching services, we are also given family telephone services.” (Interview, Saturday, August 5th, 2023)

Furthermore, in a follow-up interview with Benediktus Fahik, a visitor (outside member of the public) about the community services at the Kefamenanu Detention Center also revealed that there have been many changes in the services at the Kefamenanu Detention Center, this can be seen from the friendliness of the Kefamenanu Detention Center officers, with the following question:

“we received family visiting services in the detention center, we were happy because the officers at the friendly service counter welcomed us”

(Interview, Saturday, August 5th, 2023)

Based on the interviews with the above-mentioned people, the researchers came to the

conclusion that the problem of public workers at the Kefamenanu Class IIB State Detention Center was good, as shown by the fact that services were given for free. Kefamenanu Rutan also sets up a service flow to help prisoners get their needs met and a calling service flow to make it easier for people from outside the prison to visit. As part of making services better for the community, a worker is given to the service counter.



Figure 2. Public Service Counter

According to the research findings, the community service issues at the Kefamenanu Class IIB Detention Center are satisfactory, as evidenced by the provision of free services without any charges. One of the roles of the governmental apparatus is to serve the people. Kefamenanu Rutan has developed a systematic process to ensure the rights of inmates are met, as well as a visitor service process to facilitate visits from external individuals. As part of enhancing community services, a dedicated staff has been appointed to the service counter. It is necessary for every state institution to be capable of delivering exceptional service to the community. State officials are obligated to fulfill their duties in accordance with the law, with respect, courtesy, and without exerting any form of coercion.

According to Sedarmayanti's theory (2009), public servants, specifically those in the bureaucracy, should consistently prioritize their role as public servants. They must effectively serve the public by giving precedence to their responsibility for initiating change, even if it means surpassing their authority as government officials or employees. In line with the current theory, the public service staff of the Kefamenanu Class IIB State Detention Center has been functioning effectively.

4. Public Satisfaction.

Sedarmayanti (2009) stated that community satisfaction means that the bureaucracy must always prioritize the final results of the services they provide to the community, such as creating satisfaction in the community, not thinking about the results of production but the final results of the changes in question. To find out public satisfaction from employees at the Kefamenanu Detention Center, the researchers conducted an interview with Mr. Antonio Luis Pui Ximenes Da Costa as Head of the Kefamenanu Detention Center, regarding the ease of service procedures provided at the Kefamenanu Detention Center, as follows:

“The services we provide are very easy for service recipients to access and without discrimination, such as visiting services from families of inmates, detention centers provide time and space for visitors, we also open information and complaint services for the public.” (Interview, Thursday, August 3rd, 2023)

Furthermore, the statement given by Mr. Antonio Luis Pui Ximenes Da Costa, who is the Head of the Kefamenanu Detention Center, also disclosed that the prisoners were informed about the changes in these services. The purpose of this was to involve both the inmates and the community in evaluating and overseeing the performance of the detention center staff. The extent of your renown. Here is a snippet from the interview:

“The rights of inmates are fully ensured and provided free of charge, in compliance with relevant laws and regulations. We provide comprehensive access to policy programs and actively disseminate information through social media to promote public awareness and engagement in monitoring efforts.” (Interview, Thursday, August 3rd, 2023)

In addition, the same question was asked to Roni Naif, a functional staff member at the Kefamenanu Detention Center had a slightly different answer with the following question:

“We provide a service that is well-received by those who receive it. However, there are still many inmates and members of the community who lack understanding and awareness about the various types of services we provide. This is primarily due to the Kefamenanu Detention Center's failure to effectively communicate and educate people about these services.” (Interview, Saturday, August 5th, 2023)

The same thing was expressed by Diky Tapatap, a general functional staff member at Kefamenanu Detention Center with the following statement:

“Certainly, there are occasions in which visitors or guests are unaware of the detainees' visitation schedule, despite the fact that a schedule or time has been established. Consequently, the Public Relations department must be capable of providing continuous information about the visiting services or engaging in social activities.” (Interview, Saturday, August 5th, 2023).

Furthermore, to strengthen the results of the answers from the Head of the Kefamenanu Detention Center and general functional staff at the Kefamenanu Detention Center. Researchers asked another inmate with the initials GU with the following statement:

“Our rights as inmates are adequately safeguarded, and we are also granted with a family telephone services. However, a significant number of our fellow detainees are unaware of their rights as inmates. We request that this information be conveyed to us.” (Interview, Saturday, August 5th, 2023)

Researchers conducted a follow-up interview with Blandina Fahik, a visitor (outside community) with the following statement:

“We are delighted to be granted permission to visit our families who are currently being held in detention facilities. Our sole request is for an extension of the meeting time.” (Interview, Saturday, August 5th, 2023)

The researchers concluded that the Public Relations section at the Kefamenanu Class II B State Detention Center was less

effective in reporting on the issue of community satisfaction. Consequently, the inmates and the general public were not provided with optimal access to information regarding the policies, the process of making and implementing them, and the results achieved. This conclusion was based on the results of the interviews conducted with the informants mentioned above. Visiting service hours for inmates who have not been delighted by multiple visitors from the community.

The findings of the research indicate that the Public Relations section at the Class II B Kefamenanu State Detention Center is ineffective in reporting the detail, which has resulted in a lack of optimal access to information for inmates and the general public regarding the policies, the process of making and implementing them, and the results. This relates with the issue of community satisfaction. Visiting service hours for inmates who have not been delighted by multiple visitors from the community.

In accordance with the theory proposed by Sedarmayanti (2009), community satisfaction is not concerned with the outcomes of production, but rather with the ultimate outcome of the transformation. This implies that the bureaucracy must consistently prioritize the final outcomes of the services it offers to the community, such as fostering community satisfaction. The good service for community satisfaction is a service that able to comprehend the requirements of the service recipient, is timely, responsive, and provides services at a rapid pace. Public confidence in the government is significantly influenced by the quality of service provided in a variety of capacities. This is why it is imperative to consistently strive to enhance the quality of services by considering the needs and expectations of the community. This will ensure that government services are provided in a transparent, timely, precise, cost-effective, and user-friendly manner, without any discrimination.

The service that generates community satisfaction for employees at the Class IIB Kefamenanu State Detention Center has not resulted in satisfaction for inmates or the general community, particularly in terms of

the timing of service visits from the community to inmates and the information provided regarding the rights of inmates. This is supported by existing theory.

5. Efficient Management.

Sedarmayanti (2009) stated a changes in performance management. The changes in question are changing bureaucratic performance management so that it can be more effective than before. To find out the effective management of employees at the Kefamenanu Detention Center, the researchers conducted an interview with Mr. Antonio Luis Pui Ximenes Da Costa as Head of the Kefamenanu Detention Center, regarding the use of HR management to support services at the Kefamenanu Detention Center, as follows:

“The organization will function efficiently if its HR management is executed effectively and accurately. I implement structured work planning, employ quality human resources, and assign employees in accordance with their requirements.” (Interview, Thursday, August 3rd, 2023)

Additionally, Mr. Antonio Luis Pui Ximenes Da Costa, the Head of the Kefamenanu Detention Center, disclosed that employees are assigned responsibilities based on their areas of expertise. Here is the explanation, which has been placed and adapted to the needs and expertise of the employees::

“In my capacity as the head, I conduct mapping in a selective manner to ensure that employees are positioned in accordance with their capabilities, thereby facilitating optimal performance. However, there are indeed individuals in the field who are challenging to collaborate with. (Interview, Thursday, August 3rd, 2023)”

The researchers conducted a follow-up interview with Kholifatul M, a general functional staff member, regarding the efficacy of management. The following statement was made during the interview::

“Indeed, management is currently operational; however, it is necessary to enhance the frequency of routine

performance evaluations in order to ascertain performance accomplishments.” (Interview, Saturday, August 5th, 2023)

The researchers asked Kritoforus Kolo, one of the general functional staff to strengthen the results of the interview regarding effective management issues with the following statement:

“As the organization advances, numerous policies are implemented that necessitate the expansion of training activities that are specifically tailored to the performance of each employee in order to obtain feedback or guidance on their performance. (Interview, Saturday, August 5th, 2023)”

Abel Moruk, a member of the general functional staff, participated in a follow-up interview with researchers to discuss the effectiveness of administration at the Kefamenanu Detention Center. The following statement was made during the interview:

“The management process is running well, it just requires patience in each process because there are still unscrupulous employees who are difficult to work with” (Interview, Saturday, August 5th, 2023)”

The researchers concluded that this was related based on the results of the interviews with the informants mentioned above. The Kefamenanu Class IIB State Detention Center has been successfully managing the issue of effective management in relation to employee work placements that are in accordance with their capabilities. However, in order to ensure that performance achievements are known, the center must conduct regular performance evaluations and conduct training activities related to duties and functions. This will provide employees with direction and enable the management functions to operate effectively. Additionally, there are employees who possess sectoral egos, which makes it challenging to collaborate in order to achieve organizational objectives.

The findings of the research indicate that the Kefamenanu Class IIB State Detention Center has made progress in its efforts to reform bureaucratic governance in relation to effective management issues.

Specifically, employee work placements have been aligned with their capabilities. However, the Kefamenanu Detention Center must conduct regular performance evaluations to understand its accomplishments. In order to ensure that management functions are conducted efficiently, it is imperative to conduct training activities that are pertinent to the duties and responsibilities of employees. There are still employees who struggle to work together in order to accomplish organizational objectives. There are still employees who possess high individual personalities, which can make it challenging to complete tasks that necessitate collaboration. This is due to the presence of bureaucratic pathology or barriers to separation, such as employees who are resistant to change and new innovations.

Performance management undergoes modifications in accordance with Sedarmayanti's (2009) theory. The modification at issue is the modification of bureaucratic performance management to further enhance its effectiveness. Effective and efficient management is the art and science of planning, organizing, arranging, directing, and supervising human resources and other resources to attain predetermined objectives. Effective management is characterized by the ability to produce effective results and to have a significant impact on the elements that are involved. This is contingent upon the alignment of all existing resources with a unified organization's objectives, direction, and harmony.

Basen on the current theory, the Class IIB Kefamenanu State Detention Center has not been operating effectively in terms of performance evaluation, which has not been conducted on a regular basis. Additionally, training activities frequently related to employee duties and functions are necessary, and there are still individual employees who struggle in collaborate in order to achieve organizational objectives.

CONCLUSION

In general, the reform of government governance at the State Detention Center in Kefamenanu has been success, as evidenced

by the findings of the research conducted by researchers. This can be observed in the shift in the mindset and behavior of employees as a result of the transformation of the authorities into servants who fulfill the rights of citizens, inmates, and the general public, particularly visitors to correctional institutions. Additionally, the placement of detention center staff according to their respective areas of expertise is observed.

Nevertheless, the public relations department remains ineffective, particularly in its provision of information to inmates and the wider community regarding policy development, implementation procedures, and achieved outcomes. Hence, it is imperative to exert endeavors in harnessing information and communication technology as a means for the public relations department to disseminate comprehensive information to the general public and other media outlets. This will enable broader access to information regarding the services and policies being implemented, thereby ensuring widespread awareness among the public.

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