

## The Governance Reform In The Coaching Services Of Prisoners In The Correction Centers (A Study At The Sukamiskin Class I Correction Center)

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### ABSTRAK

Secara umum permasalahan LAPAS di Indonesia adalah mengenai *overcapacity* dan fasilitas yang kurang sesuai standar. Namun, di LAPAS Kelas 1 Sukamiskin, diantara permasalahan lainnya, terdapat permasalahan yang menarik untuk diteliti pasca dilakukan reformasi. The purpose of this study was to analyze coaching services after governance reform was carried out at Class 1 Sukamiskin Correctional Institution. Peningkatan apa saja yang terjadi pada pelayanan pembinaan di LAPAS Kelas 1 Sukamiskin perlu dikaji secara lebih mendalam karena pembinaan merupakan pelayanan yang sangat penting. Beberapa aspek pembinaan yang dilakukan pada reformasi tata kelola di LAPAS Kelas 1 Sukamiskin yaitu pembinaan dalam bentuk kegiatan rohani, pemenuhan hak remisi, asimilasi, cuti bersyarat, pembebasan bersyarat, dan cuti menjelang bebas, dan kegiatan olahraga. Reformasi tata kelola di LAPAS kelas 1 Sukamiskin yaitu dilakukan melalui beberapa tahapan yang efektif. Keberhasilan reformasi tata kelola dalam pelayanan pembinaan perlu diteliti karena sangat penting untuk mengetahui proses pelaksanaannya. Penelitian ini menggunakan metode kualitatif deskriptif dengan pendekatan studi kasus di LAPAS Kelas 1 Sukamiskin. Informan dalam penelitian ini yaitu pejabat pimpinan LAPAS, petugas staf LAPAS, narapidana dan pengunjung. Hasil penelitian ini yaitu adanya peningkatan pelayanan pembinaan dalam bentuk kegiatan rohani, terjadi peningkatan pemenuhan hak remisi, asimilasi, cuti bersyarat, pembebasan bersyarat, dan cuti menjelang bebas secara Online, pelaksanaan kegiatan olahraga menjadi lebih sistematis dan terarah. Hasil penelitian ini menunjukkan adanya dampak positif dari reformasi tata kelola di LAPAS Kelas 1 Sukamiskin mampu mewujudkan peningkatan pelayanan pembinaan melalui perubahan struktur organisasi dan manajemen perubahan.

### ABSTRACT

In general, the problems of LAPAS in Indonesia are regarding overcapacity and facilities that are not up to standard. However, in Class 1 Sukamiskin LAPAS, among other problems, there are interesting problems to study after the reform. The purpose of this study was to analyze coaching services after governance reform was carried out at Class 1 Sukamiskin Correctional Institution. What improvements have occurred in coaching services at Class 1 Sukamiskin LAPAS need to be studied in more depth because coaching is a very important service. Some aspects of the coaching carried out in governance reform at Class 1 Sukamiskin prison are coaching in the form of spiritual activities, fulfillment of remission rights, assimilation, parole leave, parole, and leave before release, and sports activities. Governance reform at Class 1 Sukamiskin LAPAS was carried out through several effective stages. The success of governance reform in coaching services needs to be investigated because it is very important to know the implementation process. This research uses a descriptive qualitative method with a case study approach at Sukamiskin Class 1 LAPAS. Informants in this study were LAPAS leadership officials, LAPAS staff officers, prisoners and visitors. The results of this study are that there is an increase in coaching services in the form of spiritual activities, an increase in the fulfillment of remission rights, assimilation, parole leave, parole leave, and leave before being released online, the implementation of sports activities becomes more systematic and directed. The results of this study indicate that there is a positive impact from governance reform in Class 1 Sukamiskin LAPAS being able to realize an increase in coaching services through organizational structure changes and change management.

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## INTRODUCTION

Public services provided by the government must be carried out professionally for all organizational lines in every part of the government. The government's services have basic principles including services that contain the principle of simplicity; services that are carried out clearly and with certainty; safe services, carried out openly, then efficiency and economy; and services that can be fair and equitable. By having the principle of service, it means that the government is obliged to provide services related to the existing procedures. It is because as a whole, it is carried out in a manner that is easy to understand, smooth, fast, easy, easy to implement, fair, precise and economical, and not complicated in every procedure and service to society.

One of the government agencies under the Ministry of Law and Human Rights is the correction centers. The correction centers need to provide services related to the principles of public services that must be provided by the government to the community. On the other hand, correction centers have several problems that need to be overcome to provide the best service. The problems faced by the Sukamiskin Class I Correction Center were great, so they have to carry out governance reforms.

Maryani (2015) explicitly explains that the complexity of correction centers' problems can be an indicator of poor management in the correction centers where they have not achieved their goals in convicting prisoners due to factors such as law, facilities, culture, etc. One of the causes in terms of legal factors was the third parties are unclear yet whether to participate in fostering prisoners, especially in the self-reliance program. Thus, it makes the officers difficult to carry out coaching. Victorio (2019) explains that coaching at the correction center is a big problem and improvements must be made immediately and thoroughly, starting from the level of understanding and implementation and from the level of leadership to field officers. If not, don't expect the law enforcement process in Indonesia to get better, because the process of prisoners' coaching is not going well.

The problem of coaching in correction centers can be solved through governance reform. Bruyns (2007) explained that reforms can improve coaching services and reduce the problems that occur in correction centers. Through the reforms, it can reduce the number of recidivists, lower criminal behavior, and increase the effectiveness of educational activities and the effectiveness of work programs in real way. Elizabeth Truss (2016) explains that prison reform will improve coaching in the correction centers and overcome operational strains of the staff and will also reorganize structural weaknesses that have hindered innovation for a very long time. Reforms will increase innovation and accountability. Thus, it can be interpreted that reform, can improve coaching services and reduce problems that arise among prisoners, correction centers' officers, and the prison itself. Good service will continue to increase community satisfaction with the coaching carried out at the correction centers. The public will give a high assessment of the performance of the correction centers in line with how much satisfaction they feel with the service (Rustanto, 2020).

There are quite a lot of problems with coaching services that occur in Sukamiskin LAPAS. Based on the results of a preliminary study through interviews with several LAPAS leaders, it is known that the problem with coaching services that occurs is that the inmates' rights are not optimally granted, such as remission rights, leave before release, parole, parole, and assimilation.

Based on the changes in laws and regulations and the efforts of governance reform carried out by the Ministry of Law and Human Rights to improve services, it includes coaching services. Moreover, it is to solve problems that arise in the correction centers including the Sukamiskin Class I Correction Center. Eko (2009) reveals that reforms are based on what is desired with

clarity and direction in the framework. Thus, the reforms that can achieve success are those which have a road map, and intended conditions, have set a status and goals from the start completed with indicators that can show success. According to Sedarmayanti (2017), reform is a process of systematic, comprehensive, and integrated actions to improve services and create good governance. Based on the description above, the problems that occurred at the Sukamiskin Class I Correction Center became the basis for the need for reform to create good governance and improve coaching services as they are very important. With this research, it can help Class 1 Sukamiskin LAPAS to be able to know clearly about what changes need to be made to be able to improve coaching services at LAPAS. Thus, this research is very important to do because it can provide recommendations regarding what efforts need to be made to improve coaching services at Class 1 Sukamiskin Correctional Institutions through governance reforms.

Based on the results of previous studies, the discussion regarding governance reform for services in LAPAS is still general in nature, in contrast to this research which focuses on governance reform for coaching services in LAPAS. In this study will obtain research results that are different from the results of previous studies. From the results of this study, it will be possible to know in detail about the forms of change in governance reform and what impact it has on coaching services. Then, from this research will produce recommendations in the form of what changes must be made to be able to improve coaching services.

### Literature Review

Results of research from Yuda and Uci (2019) that the Correctional Database System could handle this by processing the prisoners' data, coaching, and visitor data and can be carried out online for visiting services, conditional leave, parole, pre-released leave, and others. In the results of this study, optimizing the correctional database system at the Sukamiskin Class I Correction Center did not only technically process prisoner data as the results of research from Yuda and Uci (2019), but more efforts were needed to be made including to add officers and servers first. Thus, it succeeded in effectively improving services, visits, and services granting remission rights, assimilation, conditional leave, parole, and pre-released leave. Technically speaking, all services for fulfilling the rights of prisoners run faster and more transparently through upgrading servers, adding IT staff who completed data in the correctional database system and using self-service machines. A complete and transparent penitentiary database system could eliminate loopholes for criminals to commit extortion because all prisoners knew the Procedural Operational Standards (SOPs) for the fulfillment of their rights through socialization which continued to be given directly or indirectly.

Enny (2017) explains that the correctional database system application began to be implemented in 2011 and was applied to all Integrated Service Unit (UPT) features that could reach all Regional Offices of the Ministry of Law and Human Rights. Raymund and Jones (2017) in their research results, explain that human resources need to be changed in the governance reform to be sufficient in quantity and quality. Thus, it could provide better correctional services. Rowland (2005) which explains that creating governance within a correction center that can improve services, it can be done through changes to the organizational structure and the change management. However, it was not entirely appropriate because Rowland's theory states that changes to the organizational structure

include changes to the tasks and functions and the human resources. Here, based on the research data, the organizational structure in governance reform at the Sukamiskin Class I Correction Center only changed the human resources, while the tasks and functions of each part of the organizational structure were not changed. Then, even though there were no changes to the main tasks and functions of each part of the organizational structure, it can increase in correctional services.

Based on the results of previous research that is relevant to this research, including research from Lukas Muntingh (2017) whose research results say that achieving a prison system that will be more compatible with constitutional democracy requires reform efforts to carry out job functions and staff training to ensure that they are not only aware of the rights of prisoners, but that they are able, in their daily work, to promote and uphold these rights. Next is research from Gilbert M. Miriti and Martin Wohoro Kimani (2017), explaining that after the reform, officers became even better at providing training and service or coaching. There is a change in behavior and an increase in the skills of the inmates and a reduction in prison recidivism. The results of this study are first, through changes in the form of order and structure it can reflect and strengthen prisons. Second, through new forms of implementation of existing social justice it has a positive contribution. Third, reform is the basis for reducing crime. The results of previous research generally explain the results of reforms in LAPAS which have succeeded in improving coaching services in LAPAS.

## **RESEARCH METHODS**

This research employed a qualitative research approach that was descriptive qualitative. A qualitative approach is a research process that is carried out fairly and naturally following objective conditions in the field without any manipulation (Zenal Arifin, 2012, p. 140). The method used in this study is the case study. The case study is a series of scientific activities carried out intensively, in detail, and in-depth about a program, event, and activity. They are at the level of an individual, group of people, institution, or organization to gain in-depth knowledge about the event. Usually, the selected events hereinafter referred to as cases, are ongoing, real-life events, not something that has passed (Mudjia Rahardjo, 2017). Class 1 Sukamiskin prison experienced a different phenomenon from other prisons, specifically the phenomenon of governance reform which was carried out on a large scale. Throughout the history of LAPAS in Indonesia, this has only happened at LAPAS Class 1 Sukamiskin, so the researchers chose to collect data in this particular study, namely a case study at LAPAS Class 1 Sukamiskin. Case study data can be obtained from all parties concerned, in other words in this study they were collected from various sources. A good case study must be done directly in the real life of the case being investigated.

In this study, the data collection was carried out referring to the opinion of Cresswell (2016) as it fits the needs of this research. The data collection was carried out through unstructured or semi-structured interviews, observations, documents, and visual materials to gather information. In collecting data, researchers first determine informants who understand what will be studied. Related to the research objectives, researchers collected data in the form of documents or visual materials that support research data.

The informants selected as data sources in this study were based on whether the informants mastered the problem or not, had data, and were willing to provide complete and accurate information. They served as a source of data and information. People who became the

informants (key informants) in this study were prisoners, employees, and visitors of the Sukamiskin Class I Correction Center.

The data were analyzed through several steps as follows: processing data and preparing data for analysis; reading the entire data by reflecting on the overall meaning and providing side notes about the general ideas obtained; analyzing the data in more detail by coding the data; applying the coding process to describe the settings, people, categories, and themes to be released; determining whether the data (the descriptions and themes) will be written up in a narrative or qualitative report; and interpreting the data.

## RESULTS AND DISCUSSIONS

Based on the research data, the process of implementing governance reform at the Sukamiskin Class I Correction Center in coaching services was carried out covering two parts, namely organizational structure and management of change.

### The Change of Organizational Structure

Based on the research data, it was explained that at the Sukamiskin Class I Correction Center, there were no changes in the main tasks or functions of the parts in the organizational structure. The duties and functions of the structural officials of the correction center before and after the governance reform were just the same. However, in the process of governance reform, changes were made to the organizational structure, namely in terms of human resources, meaning that many employees were replaced at all levels.

At the Sukamiskin Class I Correction Center, the human resources that changed were at the leader and staff levels. At the leader and staff levels, total changes were made to all leaders and also major changes were made to the staff of the correction center. The changes at the leadership level were made through a profiling process while changes at the staff level were made through assessment activities. The management of change was carried out through the formation of a temporary special team called the PKP2SUKA task force team to analyze problems, build integrity zones containing working groups to improve correctional services, and improve infrastructure facilities at the Sukamiskin Class I Correction Center. The process of implementing governance reforms in services could improve correctional services at the Sukamiskin Class I Correction Center.

Governance reforms were carried out at the Sukamiskin Class I Correction Center in general, based on research data supporting the theory of governance reform from Rowland (2005) which explains that creating governance within a correction center that can improve services, it can be done through changes to the organizational structure and the change management. However, it was not entirely appropriate because Rowland's theory states that changes to the organizational structure include changes to the tasks and functions and the human resources. Here, based on the research data, the organizational structure in governance reform at the Sukamiskin Class I Correction Center only changed the human resources, while the tasks and functions of each part of the organizational structure were not changed. Then, even though there were no changes to the main tasks and functions of each part of the organizational structure, it can increase in correctional services. The data from this study indicated that all leaders at the Sukamiskin Class I Correction Center underwent a change and the majority of staff were also replaced through an assessment process during the governance reform process at the Sukamiskin Class I Correction Center.

In general, it could be said that the results of this study did not support Rowland's theory, especially regarding the changes in the organizational structure as Rowland said that to improve

services it was necessary to change tasks, functions, and human resources in the organizational structure. However; at the Sukamiskin Class I Correction Center; to be able to improve services, it could be done through the changes of human resources without making changes to the tasks and functions of the parts in the organizational structure. From the results of the research; it can be seen that in reforms, including changes in human resources in all parts of the organizational structure; services could be improved. Raymund and Jones (2017) in their research results, explain that human resources need to be changed in the governance reform to be sufficient in quantity and quality. Thus, it could provide better correctional services.

Based on the data from the research results, it is understandable that in the organizational structure, employee changes were also carried out by the way of assessment for staff at the Sukamiskin Class I Correction Center. The basis for employee assessment was carried out in the assessment process in the form of psychological test results which were technically carried out by a psychology team from the Indonesian Air Force to determine the employee integrity and assess the suitability of their personality and competence in serving at the Sukamiskin Class I Correction Center. Based on the interview data, it was also explained regarding the results of the assessment that more than 50% of the officers were transferred from the Sukamiskin Class I Correction Center. The assessment (in the form of a psychological test conducted at the Sukamiskin Class I Correction Center on its employees) can measure abilities, mentality, achievement, intelligence, and even personality. Thus, these results can become a basis for recommendations to be retained or transferred to the Integrated Service Unit (UPT) which was more in line with the psychological test results of each employee. The results of this study were in line with the results of several previous relevant studies. From the results of research conducted by Satryawati and Saniah (2012), it was stated that psychological tests were used to measure various abilities, both mental and others, including being able to measure personality, achievement, intelligence, and for neurological function. Psychological tests can help to know a person's character better, so it can finally help to decide whether the position is suitable for a particular character.

The results of the psychological test as the basis for staff placement at the Sukamiskin Class I Correction Center were also in line with relevant research previously conducted by Zakki, et. al. (2014), which explains that the psychological test had a significant effect on work placements. Supporting the results of this study and previous research, Hasibuan (2002) explains that the qualifications for a job include several things, namely in terms of the age of the employee, the competency, the physical health, the education level, the gender, the physical appearance, the talent possessed by the employee, the temperament or emotion, the characters embedded in the employee's personality, the experiences at work, the ability to cooperate, the level of honesty one has, the attitude to be disciplined at work, the initiative ability at work, and the creative ability at work.

From the results of this study, it could be explained that an assessment through a psychological test could successfully get employees who were under the qualifications. Thus, in the process of governance reform, changes in human resources could be carried out through the results of a psychological test to carry out employee work placements based on personality. It could include the employee's age, competence possessed by employees, employee health from a physical perspective, education level of employees, gender of employees, the physical appearance of employees, talents possessed by employees, temperament or emotions in employees, characters embedded in the employee's personality, experiences at work, ability in working together, level of honesty one has, attitude to be disciplined at work, ability to take initiative at work, and ability to be creative at work can be the right basis for placing employees. By getting



employees according to the qualifications needed, it would be able to improve correctional services.

### **Management of Change**

The management of change in governance reform at correction centers as referred to in the reform theory according to Rowland (2005) is a process of change through strategic stages in achieving even better service improvements. Based on the data from this research, the management of change is carried out in improving coaching services, namely by developing integrity zones.

The team of integrity zone development carried out some ways to increase spiritual guidance activities; add sports activities; and (quickly yet precisely according to the rules) grant remissions, parole, conditional leave, and pre-released leave. In the field of spiritual coaching and guidance services, it is carried out by increasing spiritual activities whose schedule was fully arranged for the next year. Spiritual activities were added to be able to help prisoners realize their mistakes and were able to change previous bad behavior into good behavior in the future. Following the data from the interviews, based on the document in the form of a Decree from the Chief of Correction Center Number W11.PAS.PAS1.PK.01.05.09-10351B concerning the 2018 Islamic spiritual development activity program, it was explained that in one year a schedule of spiritual development activities has been arranged. It stated that the monthly schedule of activities has been managed including Al-Hidayah Islamic boarding school activities which were divided into 2 classes, namely general classes and special classes. Special classes consisted of reading and writing activities, tajwid, tahsin, tahfiz, translation and interpretation of the Qur'an, Hadith, Tauhid, Ahlak, Fiqh, Nahwu shorof, and Islamic history. The special class consisted of Fiqh worship activities, Tajwid, training in the recitation of the Qur'an, Nahwu shorof, and interpretation studies. Other activities outside the boarding school activities were obligatory congregational prayers, congregational Friday prayers, and Friday morning public tausyiah. The schedule of activities was carried out from Monday to Friday, which generally started from 03.30 in the morning to 14.00. Spiritual activities were also adjusted to religious holidays, so certain activities were also carried out on Islamic holidays.

Religious activities at the Sukamiskin Class I Correction Center experienced an increase in the type and number of activities. The increase in religious activities carried out at the Sukamiskin Class I Correction Center aimed to make religious activities a pillar in improving behavior. It was because the more religious activities the prisoners had in the correction center, the better behaviors they could improve for the future following the teachings of their religion. The research conducted by Herman, et.al. (2018) explained that religious activities carried out at correction centers to be a pillar of behavior improvement were going quite well. It was through a series of religious activities guided by Ustadz in Islamic boarding schools, mosques, and libraries. In his research, there were obstacles in religious activities, such as the facilities and support for prisoners from their families. In contrast, based on the result, related to the religious activities at the Sukamiskin Class I Correction Center, there was a difference concerning the aspect of obstacles. It was because in the Sukamiskin Class I Correction Center, basically there were no obstacles in religious activities from the aspect of family support such as in the form of purchasing prayer equipment and stationery for study. In general, all prisoners have received facilities to participate in religious activities from the correction center.

The religious activities carried out at the Sukamiskin Class I Correction Center were in line with the results of research from Rizky (2017) which explains that the guidance provided to the prisoners in the correction center included the objectives of carrying out coaching, coaching materials for prisoners, methods used in providing coaching, implementation of the processes

from giving training and carrying out an evaluation of the coaching results, and lastly they will only get the results of giving guidance according to the original purpose. Thus, it could be seen whether the implementation of guidance was successful and for previous deficiencies could be material for improvement the next time. In the field of coaching and services, one of the changes that have been made was in sports coaching. The strategy undertaken to improve sports programs for the prisoners was through collaboration with the Indonesian National Sports Committee. In collaboration with the Indonesian National Sports Committee, a training schedule would be systematically prepared by trainers from the Indonesian National Sports Committee. In carrying out the signing of the memorandum of understanding agreement, the Indonesian National Sports Committee were not only with the Sukamiskin Class I Correction Center, but they also carried out simultaneously with the Indonesian Education University (UPI) and College of Teaching and Educational Science Pasundan (STKIP Pasundan). One form of follow-up to the collaboration between the Indonesian National Sports Committee and the Sukamiskin Class I Correction Center was holding a sports training program for Prisoners Class 1 Sukamiskin by trainers from the Indonesian National Sports Committee. Previously, the Indonesian National Sports Committee also held a friendly match between Indonesian National Sports Committee athletes and the Prisoners of the Sukamiskin Class I Correction Center (The Activity Report of the Correction Center, 2019)

The sports activities at the correction center were one of the correctional service standards provided to prisoners. The Sukamiskin Class I Correction Center has improved sports facilities and increased sports activities in collaboration with the Indonesian National Sports Committee. Sports activities carried out at the Sukamiskin Class I Correction Center had been carried out properly following the obligations of the correction center in providing sports training to prisoners as carried out by the field of prisoners' coaching as stated in the Regulation of the Ministry of Law and Human Rights of 2011. The Ministry of Law and Human Rights of 2011 states that the field of prisoners' coaching; including the registration section, section of community guidelines, and section of prisoners' maintenance; has the task of providing sports training. The registration section kept records and makes statistics, the community guidance section provided sports training, and the maintenance section took care of health matters. The forms of sports activities carried out at the Sukamiskin Class I Correction Center were generally the same as other correction centers; such as gymnastics, table tennis, volleyball, basketball, futsal, and tennis. In the results of research from Taufik Hidayat (2011), it was explained that in the Correction Center of Purwokerto, sports activities were carried out such as gymnastics, volleyball, and table tennis. The sports activity schedule was made by the coaching section. The difference between sports activities at the Sukamiskin Class I Correction Center was in the system of sports activities and better sports facilities. Sports activities at the Sukamiskin Class I Correction Center were carried out systematically through programs from the Indonesian National Sports Committee and there were more facilities available at the Sukamiskin Class I Correction Center.

In the field of development services, the following services have been changed in the acceleration of handling services for fulfilling remission rights, parole, conditional leave, and pre-released leave by the online system. The flow of process for proposing parole, conditional leave, pre-released leave, and remission was carried out based on the Regulation of the Ministry of Law and Human Rights Number 3 of 2018. Also, for Corruption-Crime-prisoners, it followed the Government Regulation of 1999. For granting parole, conditional leave, pre-released leave, and remission; the Sukamiskin Class I Correction Center has carried out the process flow following the Regulation of the Ministry of Law and Human Rights Number 3 of 2018. Based on the process flow document for the remission proposal carried out at the Sukamiskin Class I Correction



Center, it was informed that prisoners were collecting data that met the requirements. Then, it was submitted to the General Directorate of Penitentiary with a copy to the West Java Regional Office of the Ministry of Law and Human Rights. Last, they should wait for the results of approval or improvement to be followed up by the Sukamiskin Class I Correction Center. In the flow of the parole process, conditional leave, and pre-released leave which was carried out at the Sukamiskin Class I Correction Center, it was also according to the flow in the Regulation of the Ministry of Law and Human Rights Number 3 of 2018 or the Government Regulation of 1999, including the Sukamiskin Class I Correction Center collected the data, inputted the data and documents, prepared schedules to propose correctional observation team meetings, carried out correctional observation team meetings, and controlled and verified correctional observation team meetings. Then, the Sukamiskin Class I Correction Center uploaded the letter and sent data and documents to the General Directorate of Penitentiary with a copy to the West Java Regional Office of the Ministry of Law and Human Rights, then wait for the results and follow-up from the Directorate General of Penitentiary.

Overall, the Sukamiskin Class I Correction Center has now improved its services to fulfill the rights of prisoners in fulfilling the provision of remission, assimilation, parole, conditional leave, and pre-released leave. Based on the document data; the procedures for fulfilling remission, assimilation, parole, conditional leave, and pre-released leave at the Sukamiskin Class I Correction Center following the granting of remission, assimilation, parole, conditional leave, and pre-released leave stipulated in the Regulation of the Ministry of Law and Human Rights Number 3 of 2018. Relatively, both for special crimes and general crimes, it has been carried out following the applicable laws and regulations. The improvements made at the Sukamiskin Class I Correction Center were through optimizing the correctional database system which was supported by a new server and Operational Control Assistant (BKO) staff who understood information technology. Overall, this was directly proportional to the results of optimizing the correctional database system, so the increase in the number of prisoners who were fulfilled in the services of remission of assimilation, parole, conditional leave, and pre-released leave also increased.

From the results of the research, it can be seen that the impact of governance reform on services in the field of coaching and services at Sukamiskin Class 1 LAPAS is (1) there is an increase in coaching services in the form of spiritual activities where the number of programs becomes more numerous and the planning becomes more systematic in one year, (2) there was an increase in the fulfillment of remission, assimilation, parole, parole, and leave before being free online after being replaced by a new server and adding officers who mastered IT, (3) the implementation of sports activities became more systematic and directed through programs and training from KONI.

The results of this study support what was presented by Handoyo (2014) that in the field of coaching and services in correctional institutions, it can have an impact on spiritual development, fulfillment of WBP rights, and sports development. The results of this study specifically regarding the field of coaching and service, are in accordance with some of the results of previous studies. The results of research on spiritual development from Pelani et al (2018) revealed that the activity of fostering prisoners by implementing spiritual activities can make prisoners better when they take part in it seriously. This spiritual activity, for example, can change prisoners from being unable to read the Koran to being able to read it. In line with this research, the results of Pitri's research (2017) also reveal that through religious coaching it can make prisoners grow in their faith and piety, then prisoners are guided to be more knowledgeable about religion. This can happen if NAPI follows the directions and is able to apply them every day.

The results of research on fulfilling the rights of WBP are in accordance with this research, namely research from Naluria (2017) explaining that fulfilling WBP's rights is part of the services in the field of coaching and services that need to be fulfilled in accordance with correctional service standards. With the fulfillment of WBP's rights, correctional services can be interpreted as having become better. In fulfilling WBP's rights, it is supported by the existence of SDP, which is in line with Yuda and Uci's research (2019) which states that SDP can process NAPI data and to foster NAPI and also visitor data processing, all of which are in line with the functions and objectives of LAPAS.

The implementation of the fulfillment of the rights of prisoners at the Sukamiskin Class I Correction Center which was carried out online was different from what was produced by the research of Noeke, et. al. (2015). It revealed that some prisoners did not get parole, conditional leave, and pre-released leave. Moreover, there were groups of prisoners who stated that there was a collection fee in the administration of parole, conditional leave, and pre-released leave with a nominal range of Rp 100.000,00 to Rp 300.000,00 for filing fees and Rp 300.000,00 to Rp 600.000,00 for Litmas (Social Research) fees. The costs incurred by some prisoners were due to their will as the costs from the List of Entries of Budget Execution (DIPA) did not cover the filing costs. The difference with the service on conditional leave, parole, and pre-released leave at the Sukamiskin Class I Correction Center was that the submission system has been carried out online; so, the files submitted were also not in the form of hardcopy. The completeness of the correctional database system was the most influential. If the data in the correctional database system was complete, the system would automatically notify you that the requirements were complete and it only remained to be submitted online for approval by the Directorate General of Corrections. Service conditions for fulfilling parole, conditional leave, and pre-released leave were smoother at the Sukamiskin Class I Correction Center because it used an online system. Some of the actions taken to fulfill the rights of prisoners were through a series of optimization processes for the correctional database system, namely through the addition of human resources in the form of Operational Control Assistants (BKO), the addition of servers, and technical activities for optimizing the correctional database system. After the mutation and rotation of the officers of the correction center, they were still experiencing a shortage. Thus, as a whole, the Sukamiskin Class I Correction Center still needed additional human resources. The strategy for adding officers to the Sukamiskin Class I Correction Center was under the needs carried out, namely requiring to add officers in several fields but not all of them have been fulfilled. In this strategy to add human resources, additional human resources who master the IT field were carried out, especially for optimizing the correctional database system.

The server was something important in the correctional database system at the correction center. By having a consolidation between the correctional database system for servers at the correction center and the correctional database system on the server at the Center of the General Directorate of Penitentiary, the data would be backed up automatically. The improvement of the correctional database system which was consolidated with the new server was following the directives from the Directorate General of Penitentiary and has been able to improve services and data security. Enny (2017) explains that the correctional database system application began to be implemented in 2011 and was applied to all Integrated Service Unit (UPT) features that could reach all Regional Offices of the Ministry of Law and Human Rights.

After the addition of officers who mastered IT, officers improved the Correctional Database System. Thus, the applications of online remission could run smoothly. After checking the correctional database system, the next step was updating the data that was still lacking. Thus, the prisoner data that met the requirements for remission could be submitted immediately. Concerning the coaching services, visitors at the Sukamiskin Class I Correction Center could

provide an assessment of satisfaction with the officer's service to them as well as an assessment of the officer's service to prisoners in the correction center. This assessment was carried out transparently, so the visitors' satisfaction with the increase in services for the prisoners could also be seen openly and transparently. Each visitor could fill in or provide an assessment of their satisfaction through a tool in the form of a tab provided in the visitor inspection area. In visitor satisfaction data, it could be seen that one example was on Saturday, October 10, 2019. 157 visitors were very satisfied, 80 people were satisfied, 5 people were not quite satisfied, and 2 people were not satisfied. A total of 244 visitors, which could be said in general visitors were satisfied with the services provided by officers at the Sukamiskin Class I Correction Center.

In general, the role of the correctional database system was very important in improving services. Optimizing the correctional database system in the Sukamiskin Class I Correction Center could improve visiting services and improve services for fulfilling prisoners' rights online. Improving visiting services and fulfilling the rights of prisoners at the Sukamiskin Class I Correction Center, according to what was conveyed by Enny (2017) that "the correctional database system in a prison has very high perceived benefits because if done manually it is not efficient in terms of time. Previously, the service time was up to one hour, now it can only take 1-20 minutes. Activities in registration and granting prisoners' rights were faster and more cost-effective.

The implementation of services through a correctional database system carried out at the Sukamiskin Class I Correction Center was the same as the objectives of the correctional database system as stated in the Regulation of the Ministry of Law and Human Rights No. 39 of 2016 regarding the correctional database system. Optimization of the correctional database system conducted at the Sukamiskin Class I Correction Center has increased the fulfillment of prisoners' rights in obtaining remission, parole, conditional leave, pre-released leave, and assimilation. In the Regulation of the Ministry of Law and Human Rights No. 39 of 2016, it is explained that the implementation of a correctional database system aims to support the implementation of effective, efficient, accountable, and transparent information technology-based duties, and functions of correctional institutions. The correctional database system was used to fulfill the granting of rights for prisoners. The granting of rights to correctional inmates consisted of proposals for granting remissions, parole, conditional leave, and the exercise of other rights according to the rules in the law. In line with the results of research from Yuda and Uci (2019) that the Correctional Database System could handle this by processing the prisoners' data, coaching, and visitor data and can be carried out online for visiting services, conditional leave, parole, pre-released leave, and others. In the results of this study, optimizing the correctional database system at the Sukamiskin Class I Correction Center did not only technically process prisoner data as the results of research from Yuda and Uci (2019), but more efforts were needed to be made including to add officers and servers first. Thus, it succeeded in effectively improving services, visits, and services granting remission rights, assimilation, conditional leave, parole, and pre-released leave. Technically speaking, all services for fulfilling the rights of prisoners run faster and more transparently through upgrading servers, adding IT staff who completed data in the correctional database system and using self-service machines. A complete and transparent penitentiary database system could eliminate loopholes for criminals to commit extortion because all prisoners knew the Procedural Operational Standards (SOPs) for the fulfillment of their rights through socialization which continued to be given directly or indirectly.

## CONCLUSIONS

Overall, from the research results, it can be concluded that the governance reform process in coaching services has succeeded in improving correctional services. The success of governance

reforms could be concluded that technically all implemented services to fulfill the rights of prisoners run faster and were more transparent through server upgrades; there were several officers added who have IT skills to complete data in the correctional database system; and the use of self-service machines. A complete and transparent database system of the correction center could eliminate loopholes for criminals to commit extortion because all prisoners knew the operational standard of procedures for the fulfillment of their rights through socialization which was continuously given either directly or indirectly.

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