

Service Quality of Lubuklinggau Prison

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Abstract

This research aimed to determine the service quality, competency formation of officers, supervision, and motivation in Lubuklinggau Class II a Prison South Sumatra, Indonesia. The population and sample were 66 respondents from prison officers. This research used a qualitative descriptive approach. Based on the results on the perception of service quality, officers have provided services in the tangible (physical evidence), reliability, response, assurance (guarantee), and empathy aspects. This is in line with the survey on the perception of service quality with a score of 1.357 or in the good category, perception of competency with a score of 1.300 meaning in a good category supported by an increasing competency due to training and opportunities to continue formal education, on the perception of supervision with a score of 1.356 meaning in good category and on the perception of motivation with a score of 1.085 meaning motivation given by managers to officers in the good category. Of the four dimensions above, the dominant score was on the service quality aspect, so it is recommended to increase the service quality for prisoners and detainees in Lubuklinggau Class II a Prison to meet the needs that have been overcapacity.

Keywords: Service Quality, Competency, Supervision, and Motivation

Abstrak

Penelitian ini bertujuan untuk mengetahui kualitas pelayanan, pembentukan kompetensi petugas, pengawasan dan motivasi di Lapas Kelas II A Lubuklinggau Sumatera Selatan, Indonesia. Populasi dan sampel sebanyak 66 responden petugas Lapas. Penelitian ini menggunakan pendekatan deskriptif kualitatif. Berdasarkan hasil persepsi kualitas pelayanan, petugas telah memberikan pelayanan pada aspek bukti fisik (tangible), keandalan, respon, jaminan (garansi), dan empati. Hal ini sejalan dengan survei persepsi kualitas pelayanan dengan skor 1,357 atau dalam kategori baik, persepsi kompetensi dengan skor 1,300 artinya dalam kategori baik didukung dengan meningkatnya kompetensi akibat pelatihan dan kesempatan melanjutkan pendidikan formal. pendidikan, pada persepsi supervisi dengan skor 1,356 artinya dalam kategori baik dan pada persepsi motivasi dengan skor 1,085 artinya motivasi yang diberikan manajer kepada petugas dalam kategori baik. Dari keempat dimensi di atas, skor yang dominan ada pada aspek kualitas pelayanan, sehingga disarankan untuk meningkatkan kualitas

pelayanan terhadap narapidana dan tahanan di Lapas Kelas II A Lubuklinggau untuk memenuhi kebutuhan yang sudah over kapasitas.

Kata Kunci: *Kualitas Pelayanan, Kompetensi, Pengawasan, dan Motivasi*

Pendahuluan

The correctional system functions to prepare prisoners to carry out criminal reforms that were formerly known as prisons, viewing prisoners as creatures, individuals and members of society so that they can interact in a healthy manner with the community, so that they can play a role again as free and responsible members of society (Article 3 of the Correctional Law Number 12 of 1995). The correctional system is one of the criminal justice systems as sentencing by judges at the technical implementing unit of the Ministry of Law and Human Rights, as a coaching institution with a very strategic position to realize the ultimate goal of the criminal justice system, namely

rehabilitation and socialization of lawbreakers including crime prevention. Correctional institutions are fostering and guiding by emission, orientation, and assimilation between prisoners and other citizens. According to (Angruningrum & Wirakusuma, 2013), the government is responsible for providing appropriate places and conditions for prisoners in accordance with their rights granted by law to prisoners, including in overcoming the possibility of overcapacity so that they do not fulfill the rights of prisoners. Furthermore, (Wijonarko et al., 2022) stated that human resources are still an obstacle, especially on competency. In essence, imprisonment is expulsion from the community as revenge for guilt but not to deprive human rights as human beings, even though in reality it is often found that a prisoner does not receive attention, especially the problem of protecting human rights in the form of a decent place, health, lighting, clean water, and so on. This happens because of limited facilities and infrastructure due to over capacity of the number of prisoners continues to grow while the available space is very limited.

Lubuklinggau Class II A Prison is an institution of the Ministry of Law and Human Rights whose function is to apply discipline in working with prisoners in Lubuklinggau Ciy and its surroundings. According to (Amaliyah & Rahmat, 2021), prison officers are mentors, social workers, parents, security guards, communicators to organize so that they can run quickly and precisely based on the program set with limited facilities and infrastructure as shown in the table below:

Table 1. Prisoners and detainees in Lubuklinggau Class II A Prison

No	Periode	Tahanan						Napi						Tara		Kapasitas	9b	Over Kapasitas	
		DL	DP	TD	AL	AP	TA	Jlh	DL	DP	TD	AL	AP	TA	Jlh				B Napi
1	Januari	551	17	568	16	0	16	584	414	8	422	11	1	12	434	1018	606	168	68
2	Februari	535	14	549	16	0	16	565	408	5	413	11	1	12	425	990	606	163	63
3	Maret	515	18	533	17	0	17	550	430	7	437	14	1	15	452	1002	606	165	65
4	April	520	20	540	18	0	18	558	494	8	502	15	1	16	518	1076	606	178	78
Sumber : Data Lapas Kelas IIA lubuklinggau, 2023																			

TDL : Male Adult Detainees	TDP : Female Adult Detainees
TAL : Boy Detainees	TAP : Girl Detainees
NDL : Male Adult Prisoners	NDP : Female Adult Prisoners
NAL : Boy Prisoners	NAP : Girl Prisoners

Based on the data above, Lubuklinggau Class II A Prison always has overcapacity. In January there were 1,018 detainees and prisoners or 68% overcapacity, in February it decreased to 990 detainees and prisoners or 63% overcapacity, in March the detainees and prisoners increased again to 1,002 people or 65% over capacity and in April there were 1,076 people or 78% overcapacity. This phenomenon can trigger conflicts, resulting in security disturbances. Moreover, the service is not yet optimal. This requires hard work and smart work from Lubuklinggau prison officers in order to continue to provide the best service for prisoners. Therefore, competency, supervision, and motivation of officers need to be improved so that they can provide the best service in terms of security, health, and peace, this is in line with a study by (Ilham, 2019) that overcapacity in prison has an impact on the physical and mental health of prisoners.

Service is a very important thing considering the need for service is getting bigger, so it is not surprising if the service gets the attention of service providers and service users themselves. According to Law number 25 of 2009, public service is a series of activities in order to meet the needs of every citizen and resident for goods and services and/or administrative services provided by public organizers, the services provided to the community should have the quality as expected by the community so that people will be satisfied with the services provided. (Jackson, 2008) stated that the service is felt to be satisfactory if the service is received in accordance with expectations. According to (Susilowati et al., 2018), public service quality is a dynamic condition related to products, human services, processes, and the environment where the quality assessment is determined at the time of providing public services which are in line with a study by (Bahar et al, 2009) that satisfaction is the main factor in assessing service quality, while (Cahyani & Puspitasari, 2020) stated that satisfying service quality

is very important in realizing customer satisfaction. (Listiawati & Aryani, 2017) showed a strong and positive influence between service quality on customer satisfaction

Lubuklinggau Class II A Prison Officers in the security department need to improve their skills and competencies to maximize their capabilities, including training on securing prisoners and detainees as well as shooting training. In addition, administrative staff needs competency in archiving and bookkeeping knowledge. The level of competency possessed by officers can be seen in Table 2 below:

Table 2. Competency Level of Lubuklinggau City Prison Officer

Education Level	Freq	Percentage
Strata 2 (S2)	2	3,03 %
Strata 1 (S1)	38	57,58 %
Diploma	2	3,03 %
Senior High School	24	36,36 %
Total	66	100

Source: data lapas kelas IIA lubuklinggau

Based on Table 2, 2 people (3.03%) have a master's degree, 38 people (57.58%) have a bachelor's degree, 2 people (3.03%) have an associate degree, and 24 people (36.36%) are high school graduate. The above phenomenon is certainly still far from the target set because the majority are high school graduates. This certainly affects the competency of Lubuklinggau Class II a Prison Officers. According to (Wibowo, 2014), competency is the ability to carry out or perform a job or task based on skills and knowledge and supported by the attitude required by the job. According to (Edison, 2016), competency is an individual's ability to carry out a job correctly and has an advantage based on matters relating to knowledge, skills, and attitudes. (Purwanto, 2021) stated that competence is the science or knowledge of how to do work effectively. Furthermore, (Sutrisno, 2017) stated that competency is a basic characteristic of a person to provide superior performance in certain jobs, roles, or situations.

In addition to competency, supervision must be carried out by managers to officers. Supervision can be interpreted as a process of determining what must be achieved, what standards are carried out, and how to correct it if something goes wrong (Badrudin, 2014) (Fitianingsum, 2015) stated that supervision is the process of observing the implementation of all organizational activities to ensure that all work carried out runs according to with a predetermined plan. Furthermore, (Kadarman, 2001) stated that supervision is a systematic effort to set performance standards on plans to design an information feedback system whether a deviation has occurred and measure the significance of the deviation, as well as to take corrective action. Another factor that makes the service better is motivation. According to (Wibowo, 2014) motivation are the intensity, direction, and continuous effort of individuals towards achieving goals. Furthermore,

(Irham, 2016) stated that motivation is a behavioral activity that works in an effort to meet the desired needs. (Puspita, 2014) stated that the purpose of providing work motivation to employees is to change behavior as desired by the organization, to increase morale, increase discipline, improve work performance, increase the sense of responsibility, increase productivity and efficiency, and foster loyalty.

Methods Research

This research used Mix Method (Combination between quantitative and qualitative descriptive analysis). This method is a method that combines qualitative and quantitative approaches, mixed model studies (Sugiono, 2017) according to (Creswell, 2014). Mix-Methods is a research approach that combines qualitative and quantitative forms. According to Cristensen. 2000) Mix-Methods that combine qualitative and quantitative analysis cover the philosophical foundation of the combined approach. The stages of the research are : collecting respondent opinions about service quality, officer competence, supervisory leadership and work motivation of officers with the dimensions of each variable among others : service quality (tangible dimensions, physical evidence, reliability/reliability, responsiveness/responsiveness, assurance/guarantee and empathy); competence variables include (knowledge, understanding of officers, values owned by officers, and officers' abilities, attitudes and intentions of officers) supervisory variables include (increasing work performance, activating the roles of superiors and subordinates, correcting mistakes and forming motivation) motivational variables including (encouraging morale) work, initiative and creativity, and sense of responsibility) Each question related to the statement as follows: strongly agree(5), agree(4), quite agree(3) disagree(2) strongly disagree(1).

Table 3. Research variable measurement.

variable	Operating definition	Indicator	Dimension	Scale
Service quality	Service Quality is a system that provides the public need organized by the government or company	<i>tangible</i> physical evidence)	Appearance of the officers/apparatus in serving customers. The convenience of place to perform services Discipline of the officers/apparatus in service application and using the tools in service	Likers
		<i>reliability</i>	Have clear service standards Ability of ur officers/apparatus in using service tools Expertise of officers in using tools in the service process	Likers
		<i>responsiveness</i>	The clerk performs the service quickly, the officer performs the service correctly, all customer complaints are responded by the officer	Likers
		<i>assurance</i>	Officers provide the guarantee of fees, and the service Officers provide a guarantee of legality in the Service	Likers
		<i>empathy</i>	Putting the interests of the applicant/customer, help solving problems	Likers
Officer Competence	Competence is the ability to carry out the job or task based on	Knowledge of the prison officers (<i>Knowledge</i>)	Study identification Carry out education and training in accordance with the	Likers

	skills and knowledge supported and required work attitude		position	
		Understanding of prison officers (<i>understanding</i>)	Understanding the field of work Effective and efficient working conditions	Likers
		Values owned by prison officers (<i>value</i>)	Honesty Democratic Openness	Likers
		Skills of prison officers (<i>Skill</i>)	Speed working method	Likers
		Attitude of prison officers (<i>Attitude</i>)	Courtesy and Hospitality	Likers
		Interest of prison officers (interest)	Spirit at work	Likers
	Monitoring can be defined as the process of determining that must be achieved, namely what standards are being carried out, namely implementation, assessing implementation and if it is necessary the improvements are made, so that implementation is in accordance with the plan in line with standards.	Prevent errors	Be careful at work	Likers
		Improve work performance	Accuracy	Likers
		Activate the roles of superiors and subordinates	Focus on work commitment	Likers
		Fix the error	Good communication and obedient to superiors	Likers
		Develop motivation	Give directives and strict sanctions	Likers
Motivation	Motivation as a force that creates work enthusiasm so that they want to work together, work effectively, and be integrated with all efforts to achieve satisfaction.	Motivation to Achieve the Goal	Attention Leaders Award	Likers
		Work Spirit	The suitability of the work with the competencies possessed	Likers
		initiative and work creativity	Job innovation doing work without being ordered	Likers
		responsibility	Responsible for work	Likers

			and on time	
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Table 4. Measurement of the basic assumption indicator of class intervals and class ranges

Maximum Value	= Highest score X number of sample X number of question
Minimum Value	= Lowest score X number of samples X number of questions
Range of class	= Maximum value - Minimum value

Table 5. Assessment indicators for each variable

Variable	Maximum Score	Minimum Score	Class range	Overall perception score
Service quality	1.650	330	264	5.610(Max vaue)
Officer competence	1.981	396	316,8	1.122(Min vaue)
Monitoring	1.650	330	264	897,6(average)
Officer motivation	1.650	330	264	0

i Source: Processed Data

From Table 5, the technique for calculating the scoring indicators for each variable is shown for the service quality as follows:

Maximum score = $5 \times 66 \times 5 = \mathbf{1.650}$

Minimum score = $1 \times 66 \times 5 = \mathbf{330}$

Class range = $\frac{1.650 - 330}{5}$

Total = **264**

Table 6. Results of basic assumption indicators measurement for class intervals and class ranges

Respondent Statement	Srrvice	Competence	Monitoring	Motivation	Overall Perception
Strongly agree	1.386-1650	1.664-1.981	1.386-1.650	1.109,2-1.320	4.712,8-5.610
Agree	1.122-1.386	1.347-1.664	1.122-1.386	897,9-1.109,1	3.815,1-4.712,7
Fairly agree	1.122	1.030-1.347	858-1.122	686,6-897,8	2.917,4-3.815,0
Disagree	594-858	713-1.030	594-858	475,3-686,5	2.019,7-2.917,3
Strongly disagree	330-594	396-713	330-594	264-475,2	1.122-2.019,6

Results

1. Service Quality

The service quality includes the five indicators above has been shown by officers of the Class IIA Lubuklinggau. According to the results of interviews conducted regarding the service quality provided, following are excerpts of an interview with the Head of Class IIA Lubuklinggau Prison, Imam Purwanto, Bc.IP, SH, MH he stated "

" as the Head of Class IIA Lubuklinggau Prison, I always coordinate with all officers and employees to always maintain appearance. Appearances are very influential in the service process because appearance is one of the elements that will support the services, the attitude and appearance of officers is the first impression for visitors and prisoners. Besides that, we provide a waiting room that is comfortable for visitors who visit the inmates, I don't forget to also convey that I am bound by the discipline of officers in providing services, they must always work according to standard operating procedures. The appearance of the officers and the work infrastructure has been quite good, although there are still things that must be improved." (Results of the interview on July 25, 2021 in the office of the Head of the Lubuklinggau Prison.)

Related to reliability dimension that includes: Having clear service standards, the ability of officers/apparatus to use service tools, the expertise of officers in using service process tools, this was conveyed by Mr. Hardiman, S.Sos. as the Head of the Guidance Section for Prisoners / Class Ila Lubuklinggau prison. The informant said that:

"As the Head of the Guidance Section for Class Ila Lubuklinggau Prisoners / Students are committed to always providing the best service to all inmates and prisoners, not discriminating between one another and always coordinating with all officers and employees of this Cprison. According to our vision and mission. To run work programs with existing facilities and infrastructure according to work standards." (Interviewed on July 25, 2021 in the office of the Head of the Guidance Section for Prisoners and Students Class IIA Lubuklinggau Prison).

Viewed from the responsiveness dimension includes: Officers perform services quickly, Officers perform services appropriately, All customer complaints are responded to by officers friendly and courtesy in providing services to prisoners and inmates, this was stated by Mr. Bambang Hadi Santoso as an officer/member on duty at the Class IIA Lubuklinggau Prison, who said:

"As a guard at the Class IIA Penitentiary in Lubuklinggau,I always try my best to provide good service according to existing rules, and always be polite and friendly to both prisoners and inmates and respond to complaints and problems as best I can" (Results of interview July 25, 2021 in the officer's office/guardian's office Class IIA Lubuklinggau Prison).

Then the service quality is seen from the assurance dimension that includes: Officers provide safety and health guarantees, Officers provide legality guarantees in services as stated by Mr. Doni Eka Nando, a member of the Class IIA Lubuklinggau Prison Guard :

"In providing services between the rights and obligations of prisoners and inmates, we strive to ensure the health and safety of prisoners and inmates, as instructed by leader to always maintain the harmony and communication "

For service quality, the dimensions of empathy include: Putting the interests of the applicant/customer first, helping to solve problem as conveyed by Mr. Rifki Chan as an Officer/member of the Class IIA Lubuklinggau Prison Guard:

"My job is to protect and provide mental guidance to all prisoners and inmates, so that later they can still be accepted in the community where they live, so that we always give the best, help and resolve problems if there is a conflict as much as we can to put the interests of the applicant first if there is a conflict. needed".

From the interview result related to the quality at the Class IIA Lubuklinggau Prison, it can be concluded that the officers provided good services, both from the aspect of the tangible dimension (physical evidence) that includes; Appearance of officers/apparatus in serving visitors, Convenience of places to perform services, Discipline of officers/apparatus in requesting services, Use of assistive devices in services, reliability that includes: having clear service standards, the ability of officers/apparatuses in using service aids, The officer's expertise in using tools in the service process, responsiveness (response) that includes: Officers perform services quickly, Officers perform services appropriately, All customer complaints are responded by officers. Assurance (guarantee) that includes: Officers provide cost guarantees in the Service, Officers provide guarantees of legality in the Service and dimensions of empathy (empathy), including: Putting the interests of the applicant/customer first, helping to solve problems. The results of this study are also supported by the percentage distribution method by distributing questionnaires to all Class IIA Lubuklinggau prison officers as many as 66 officers. Regarding the service quality. To get accurate and compotible research results. The results of the study can be presented in the table below:

Table 7. The perception of service quality in class II A prison

No	Indicator	Score	Personal Frequency	Total	Percentage (%)
1	Tangible (physical evidence)	5	19	95	28,8
		4	36	44	54,5
		3	10	30	15,2
		2	1	2	1,5
		1	0	0	0
	Total 1		66	271	100
2	Reliability	5	18	90	27,3
		4	35	140	53
		3	12	36	18,2
		2	1	2	1,5
		1	0	0	0
	Total 2		66	268	100
3	Responsiveness	5	20	100	30,3
		4	36	144	54
		3	9	27	13,6
		2	1	2	1,5
		1	0	0	0

	Total 3		66	273	100
4	Assurance	5	18	90	34,8
		4	40	160	62,1
		3	7	21	1,5
		2	1	2	1,5
		1	0	0	0
	Total 4		66	273	100
5	Empaty	5	22	110	33,3
	Total 5...				
		4	32	128	48,5
		3	10	30	15,2
		2	2	4	3
		1	0	0	0
			66	272	100
	Total 1+2+3+4+5			1357	Agree

Table seven explains the service quality look at from some dimensions physical evidence (tangibel), reliability (reability), responsiveness (responsive), assurance (assurance) and empathy (empathy), obtained a score of 1,357 which means that it is categorized as agreeing with the statement related to service quality that has been given to the Lubuklinggau Class IIA correctional institution to assisted citizens and prisoners. From the data in Table 7 above, the service quality in terms of the dimensions of physical evidence (tangible), reliability (reability), responsiveness (responsiveness), assurance (assurance) and empathy (empathy), obtained a score of 1.357, it was in the category of agreeing with the statement related to quality. services that have been provided at the Class IIA Lubuklinggau prison to inmates and prisoners.

Respondents from the service quality provided at the Class IIA Lubuklinggau Prison, which consists of 5 indicators, namely the dimensions of physical evidence (tangible), reliability (reability), responsiveness (responsiveness), assurance (assurance) and empathy (empathy). Those who answered strongly agree/very well there were 19 respondents (28.8%), agreed/good answers were 36 respondents (54.5%), the answers were quite agree/good enough there were 10 respondents (15.2%), who answered no agree/not good there is 1 respondent (1.5%) and those who answered strongly disagree/very bad 0 respondents (0.0%). From the table above, the answer agrees is the dominant value, meaning that the service quality provided by the Class IIA Lubuklinggau prison officers to prisoners and inmates is good.

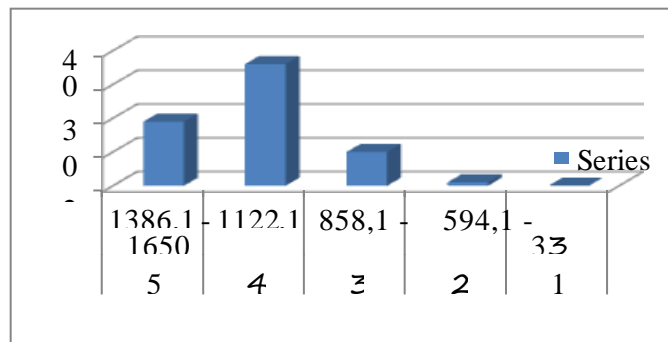


Figure 1. Histogram graph of respondent frequency distribution of Service quality answer at Class IIA Lubuklinggau Prison.

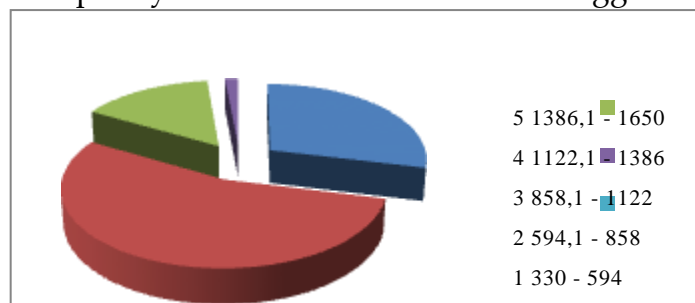


Figure 2. Pie Charts Answers Frequency distribution of respondents Service quality of Class IIA Lubuklinggau Prison

From the histogram and pie chart above, it can be concluded that the majority of respondents answered agree/good with the service quality provided to inmates of Class IIA Lubuklinggau Prison. Perceptions of the service quality that have been provided to inmates and inmates of Class IIA Lubuklinggau Social Institutions, officers feel that they provided the best service to all inmates, in accordance with the established Standard Operating Procedures.

2. Competence

Related with the competence as measured by the Knowledge of prison officers that includes the insight of officers in the field of work and the responsiveness of officers in solving problems, this was stated by Mr. Imam Purwanto, Bc.IP, SH, MH, as Head of Class IIA Lubuk Linggau Prison, he said:

"The Class IIA Lubuklinggau Prison is one of the classiest prison in Indonesia, therefore specifically every officer must know and understand the importance of understanding their respective duties and responsibilities and always provide technical guidance to all officers related to their respective positions and duties"

In line with this, the competence possessed by officers is seen from the dimension of understanding of prison officers that includes understanding of officers in the functions and duties carried out and intelligence of officers in completing work, it was conveyed by Mrs. Sri Meilani Darmayanti, SE as the Manager of Personnel/Employment Data Lubuklinggau Class IIA Prison, she said that:

"As the manager of personnel/employment data, I try to place officers to position officers according to the expertise and field of work and education taken by the officers, of course I can only recommend to my superiors, but the point is that the competencies possessed are adjusted to the abilities of the officers"

Based on the results of interviews with Mrs. Jamila Dewi, S.E. as the Manager of Personality Development for Class IIA Lubuklinggau Prisons, regarding the competencies possessed by officers from the value dimension possessed by prison officers (value) that includes effective work methods and officer responsibilities in carrying out the mandate of his position, he said that:

"Basically, what prison officers have is quite good, in the work method there are directions and SOP that must be obeyed so that the work can run smoothly and have good work effectiveness, so there is a high sense of responsibility in carrying out the mandate of the position." (Results of the interview July 25, 2021 in the workroom of the Personality Development Manager of Class IIA Lubuklinggau Correctional Institution.

It is in line with the informant, Mr. Muhammad Deny, said. as Officer/Member of Guard Class II A Lubuk Linggau Prison, related to competence as measured by the ability of prison officers (Skills) that includes the existence of work guidance in accordance with the needs and job specifications and the ability of officers to work quickly in carrying out their duties His work program says that:

"As a duty officer, I have temporarily adjusted my experience and knowledge with the position I am in, because at this time my formal education is just a high school senior, but I am currently studying for a management major at one of the universities, now it's semester".

Based on an interview with Mr. Andrian Ibrahim, Bc.IP, SH as Head of the Class Iia Lubuk Linggau Prison Work Activities Section, related to the competencies possessed by officers in terms of the Attitude dimension of prison officers, which includes high Honesty of Officers in doing work and openness in carry out the work, he said:

"Attitude in work must be maintained, especially if you know the bureaucracy in prisons, with issues that are unpleasant to us as officers, take care. The temptation is very big if we can't restrain our behavior, we can fall and can become convicts if we violate. So here we need honesty and openness in carrying out work.

Based on an interview with Mr. Andrian Ibrahim, Bc.IP, SH as Head of the Class Iia Lubuk Linggau Prison Work Activities Section, related to the competencies possessed by officers in terms of the Attitude dimension of prison officers that includes high Honesty Officers in doing work and openness in carry out the work, he said:

"Attitude in work must be maintained, especially if you know the bureaucracy in prison, with issues that are unpleasant to us as officers, watch over it. The temptation is very big if we can't restrain our behavior, we can fall and can become convicts if we violate. So here we need honesty and openness in carrying out work

The results of the competency variable research were supported by the percentage distribution method by distributing questionnaires to 66 officers of Class IIA Lubuklinggau prison. Regarding the service quality. To get accurate and compatible research results. The results of the study can be seen in Table 8 below:

Table 8. Respondent perception of the competence of officers in class II A prison

Indicator	Score	Personal Frequency	Total	Percentage (%)
Knowlage	5	4	20	6,1
	4	50	200	75,8
	3	11	33	16,7
	2	1	2	1,5
	1	0	0	0
Total 1		66	255	100
Understanding	5	10	50	15,2
	4	48	192	70,7
	3	7	21	10,6
	2	1	2	1,5
	1	0	0	0
Total 2		66	265	100
Value	5	7	35	10,6
	4	48	192	72,7
	3	10	30	10,6
	2	1	2	1,5
	1	0	0	0
Total 3		66	259	100
Skill	5	8	40	12,7
	4	48	192	72,7
	3	7	21	10,6
	2	3	6	4,5
	1	0	0	0
Total 4		66	259	100
Attitude	5	7	35	10,6
	4	52	205	78,8
	3	5	15	7,8
	2	2	4	3
	1	0	0	0
Total 5		66	262	100
Interest	5	9	45	13,6
	4	48	192	72,7
	3	8	4	12,1

	2	1	2	1,5
	1	0	0	0
Toatl 6		66	263	100
Total 1+2+3+4+5+6			1653	Setuju

From the data in Table 8, the competence of officers are the dimensions of Knowledge (knowlage), Understanding (understanding), the value of prison officers (value), ability (skills) and attitudes (attitude), and interest (interest) obtained a score of 1653 that means Enough Agree / Fairly Good with the statement related to the competence of Class IIA Lubuklinggau Prison, the average frequency of respondents' answers is service quality as seen from the dimensions of Competence of Class IIA Lubuklinggau Prison that consists of 6 indicators, namely Knowledge, Understanding), the value of prison officers (value), ability (skill) and attitude (attitude), and interest (interest). Those who answered strongly agree/very well there were 8 respondents (12.1%), the answers agreed/good were 48 respondents (72.7%), the answers were quite agree/good enough there were 8 respondents (12.1%), who answered no agree/not good there were 2 respondents (1.5%) and those who answered strongly disagree/very not well 0 respondents (0.0%). From the table above, the answer agrees was the dominant value, meaning that the competence of Class IIA Lubuklinggau Prison officers was good.

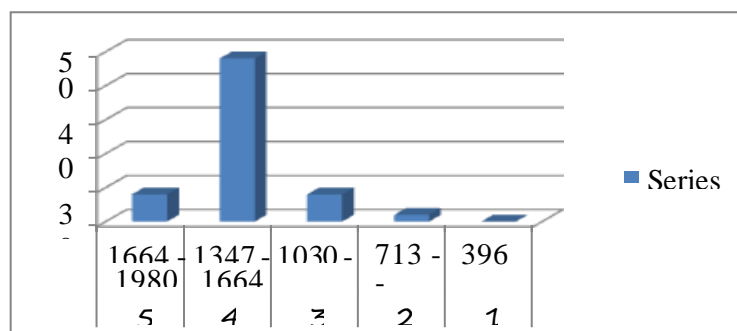


Figure 3. Histogram graph of the frequency distribution of respondents' answers to the competence of Class IIA Lubuklinggau Prison officers.

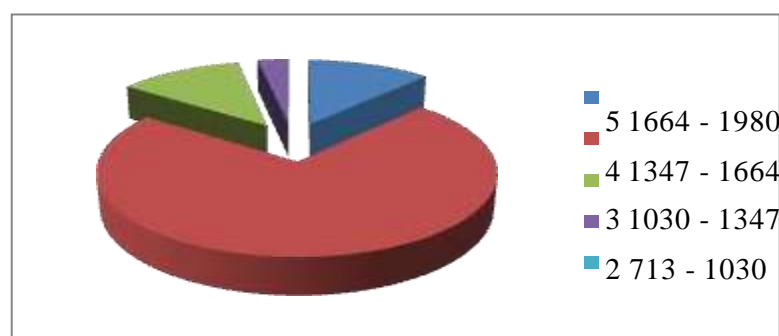


Figure 4. Pie Chart of answers to the frequency distribution of respondents' Service quality viewed from Competence of Class IIA Lubuklinggau Prison Officers

From the histogram and pie chart above, it can be concluded that the majority of respondents answered agree/good with the competence possessed by officers in providing services to prisoners and inmates of Class IIA Lubuklinggau Prison. Competence is one that can affect the service quality provided, competence is an ability to carry out or carry out a job or task based on skills and knowledge and supported by the work attitude required by the job, (Wibowo, 2014) Prison officer competence factors which include the suitability of knowledge and skills in carrying out tasks will have an impact on the performance of prison officers as the embodiment of his achievements. The higher the suitability of competence in the duty, the higher the performance level of prison officers. Competence is very influential on a personal appearance as a positive attitude that will have an impact on the performance of prison officers in their field of duty so as to maximize the service quality provided.

3. Monitoring

Monitoring is an important thing to do in Class IIA Lubuklinggau Prison, considering that there are always Prisoners overcrowded. Correctional is the government's effort to foster people who commit crimes by judges sentenced to enter the prison. The Efforts to return it to a good society are rehabilitation and reintegration efforts. Regarding to service quality seen from the indicators of head monitoring is measured by preventing errors, including being careful in working and having accuracy in the Class IIA Lubuklinggau Penitentiary, this was stated by Mr. Imam Purwanto, Bc.IP, SH, MH, as the Head Lubuk Linggau Class IIA Prison, he said:

"Monitoring is a systematic effort to set work implementation standards with the purpose of planning to prevent errors, designing feedback information systems, comparing real activities with predetermined standards, so that we can see the work performance of officers, then determine and measure deviations and take corrective actions. necessary to ensure that all resources are used in the most effective and efficient manner in achieving objectives."

In line with this, leadership supervision can be seen from the dimensions of improving work performance, focusing on work results and being committed as conveyed by Mrs. Eko Nova Ocviyansyah, S.E as Head of the Class IIA Lubuklinggau Prison Security Subsection, she said that:

"In the monitoring process, we always monitor activities and communicate with each other, both between officers and between superiors and subordinates, and are always committed to providing the best, so that if conflicts and irregularities occur, we will immediately take action and be given directions, and we provide CCTV at several points. to monitor the activities being carried out, well...even though the existing CCTV is not optimal"

Based on the interview results with Mr. Suhensyah. as the Class IIA Lubuklinggau Prison Security Unit/Inmates, regarding the supervision that has

been carried out by looking at the benchmarks for activating the roles of superiors and subordinates, good communication, he said that:

"Supervision is always monitored by superiors, and we always record events and make daily work plan activity reports, communicate with superiors and comply with the rules and directions of superiors". (Results of the interview July 25, 2021 in the workroom of the Personality Guidance Manager of Class IIA Lubuklinggau Prison).

This is in line with what was said by the informant Mr. Murman, SH as Head of the Sub-Section of Community Guidance and Care for Class Ila Lubuklinggau Prisons, related to supervision which is measured by correcting errors which include strict sanctions, giving directions he said that:

"We as humans As usual, of course, it is not free from mistakes and mistakes, both because of our negligence and negligence but we continue to try to suppress and minimize the occurrence of errors, if there are irregularities and errors in work, of course, there will be sanctions in accordance with deviations and mistakes made by officers, tracing the chronology incident, and provide direction in the right direction"

Based on an interview with Mr. Yuliotman, SH as Head of General Affairs of Class Ila Lubuklinggau Prison, related to supervision in terms of Maintenance of motivation, including Giving Rewards/Encouragement of Self-Activity, he said:

"Maintenance of motivation is very necessary in order to provide encouragement for the work of officers, but the motivation here does not have to be material but we emphasize morally, in the form of awards, both verbally and in writing, so that officers find their respective identities, to make maximum work results "

This is in line with what Mr. Murman, S.H. as Head of the Sub-Section of Community Guidance and Care for Class Ila Lubuklinggau Prisons, related to supervision measured by correcting errors which include strict sanctions, giving directions he said that:

"We as ordinary people, of course, do not escape from mistakes, both because of our negligence and negligence, but we continue to try to suppress and minimize the occurrence of errors, if there are deviations and errors in work, of course there are sanctions in accordance with the deviations and mistakes made. officers, tracing the chronology of events, and giving directions in the right direction"

Based on an interview with Mr. Yuliotman, S.H as the Head of General Affairs of Class Ila Lubuklinggau Prison, regarding supervision in terms of motivational maintenance, including giving awards/encouraging activities, he said:

"Maintaining motivation is very necessary in order to give encouragement to the work spirit of officers, but providing motivation here does not have to be material but we emphasize morally, in the form of awards, both verbally and in writing, so that officers find their respective identities, to make work results. maximum"

The results of the observation variable research are also supported by the percentage distribution method by distributing questionnaires to 66 officers at Class IIA Lubuklinggau prison regarding the service quality. To get accurate and

compatible research results. The results of the study can be presented in Table 9 below:

Table 9. Respondent perception of the supervision of officers in prison class II A

Indicator	Score	Personal Frequency	Total	Percentage (%)
Prevent Error	5	12	60	18,2
	4	46	184	69,7
	3	6	18	9,1
	2	2	4	3
	1	0	0	0
Total 1		66	266	100
Improve achievement	5	20	100	30,3
	4	43	172	65,2
	3	2	6	3
	2	1	2	1,5
	1	0	0	0
Total 2		66	280	100
Activate the role of leader against subordinates	5	18	90	27,3
	4	36	144	54,5
	3	10	30	15,2
	2	2	4	3
	1	0	0	0
Total 3		66	268	100
Correcting errors	5	12	60	18,2
	4	46	184	68,7
	3	6	18	9,1
	2	2	4	2
	1	0	0	0
Total 4		66	266	100
Maintain the motivation of leader towards subordinates	5	20	100	30,3
	4	40	160	60,6
	3	4	12	6,1
	2	2	4	3
	1	0	0	0
Total 5		66	276	100
Total 1+2+3+4+5			1356	Agree

From Table 9 above, the average frequency of respondents' answers from

service quality based on the dimensions of the supervisory process in Lapas Class IIA Lubuklinggau consisted of 5 indicators, namely preventing errors, improving work performance, activating the roles of superiors and subordinates, correcting errors and motivation maintenance. Those who answered strongly agree/very well there were 16 respondents (24.2%), the answers agreed/good were 42 respondents (63.6%), the answers were quite agree/good enough there were 6 respondents (9.1%), who answered no agree/not good there are 2 respondents (3.0%) and those who answered strongly disagree/very unfavorably 0 respondents (0.0%). From the table above, the answer agrees was the dominant value, meaning that the service quality based on the dimensions of the supervision process is in the Class IIA Lubuklinggau Prison was in the good category.

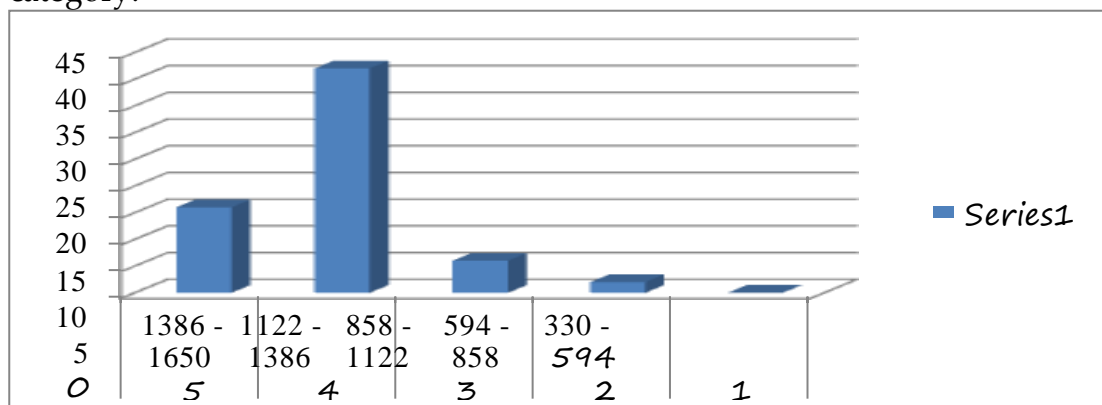


Figure 5. Histogram graph of the response of frequency distribution of respondents in the supervision process of Class IIA Lubuklinggau Prison.

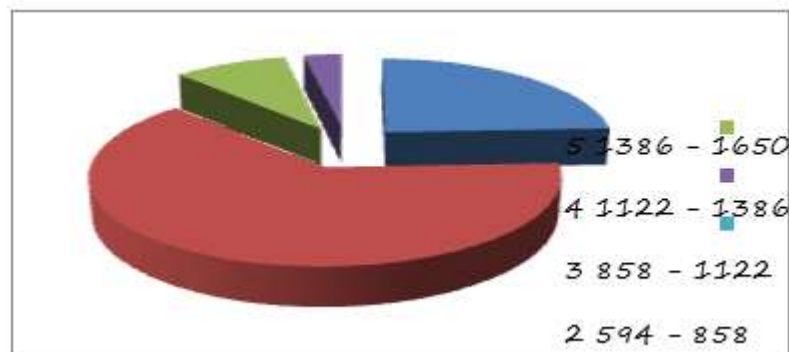


Figure 6. Pie Chart as the answers to the frequency distribution of respondents Quality of service from the Dimensions of the Class IIA Prison Supervision Process Lubuklinggau

From the histogram and pie chart above, it can be concluded that the majority of respondents answered agree/good with the supervisory process carried out by the leadership at the Class IIA Lubuklinggau Prison, so that officers are more thorough in providing services to prisoners and inmates due to supervision from the leadership.

4. Motivation

The system and process of providing motivation, related to the dimensions of encouragement to achieve goals, at Lubuklinggau Class II A Prison, was conveyed by Mr. Imam Purwanto, Bc.IP, SH, MH, as Head of Class IIA Lubuklinggau Prison, he said that:

"Giving motivation to subordinates is very important to encourage the spirit of the officer's work, so that officers have a sense of responsibility towards their work, but in my opinion, the most important thing is to motivate yourself so that optimal behavior and work results will arise from us, work according to the job and the mandate of the position. , so as to achieve organizational goals.

"Giving motivation to subordinates is very important to encourage officer work, so that employees have a sense of responsibility towards their work, but in my opinion the most important thing is to motivate yourself, so that optimal behavior and work results will arise work according to the mandate. position, so as to achieve organizational goals. Furthermore, related to motivation in terms of work spirit, including the existence of job compatibility with competencies possessed and synergized, the researcher interviewed Dr. Meliana as a Class IIA Lubuklinggau Prison Doctor, she said:

"The spirit of work in an organization, especially in Class IIA Prison is very much needed, thus I think it needs the innovation and change by giving awards for officers who have high work discipline. To achieve this goal, we strive to provide the best for officers by placing the field of work in accordance with their competencies, as well as promotions so that they work together, which is expected by officers to provide the best service for prisoners and inmates."

In line with, Mr. Dedy Krihastoni, Amd.Ip., S.H, he as the Head of the Security Unit for Class IIA Lubuklinggau Prisons, revealed related to motivation indicators seen from Initiative and Creativity, including work innovation, and doing work without being ordered:

"In giving motivation to subordinates, it is very important, and we give encouragement and spirit to the duty officers to take the initiative and be creative so as to create high work innovation and understand their rights and obligations as officers/employees.

Furthermore, the researcher interviewed Abu Bakar, one of the prison guards, he conveyed related indicators of motivation, namely Initiative and Creativity, including work innovation, and doing work without being ordered

" as a duty officer, it is responsible for work when I get a predetermined work schedule related to events when a tempest and problems occur and try to be on time both at work schedules and when going home from work"

The results of this study are also supported by the percentage distribution method by distributing questionnaires to all Class IIA Lubuklinggau prison officers, totaling 66 officers. Regarding service quality, it can be seen from the

leadership motivation indicators. To get accurate and compatible research results. The results of the study can be presented in the table below:

Table 10. Respondent perception of the supervision of class II A prison.

No	Indicator	Score	Personal Frequency	Total	Percentage (%)
1	Motivation in achieving goal	5	14	70	21,2
		4	44	176	66,7
		3	8	24	12,1
		2	0	0	0
		1	0	0	0
	Total 1		66	270	100
2	Work spirit	5	17	85	25,8
		4	43	172	65,2
		3	5	15	7,6
		2	1	2	1,5
		1	0	0	0
	Total 2		66	274	100
3	Initiative and creativity	5	15	75	22,7
		4	46	144	69,7
		3	4	12	6,1
		2	1	2	1,5
		1	0	0	0
	Total 3		66	273	100
4	Responsibility	5	14	70	21,2
		4	42	168	63,6
		3	10	30	15,2
		2	0	0	0
		1	0	0	0
	Total 4		66	268	100
	Total 1+2+3+4			1085	Setuju

From Table 10 above, the average frequency of respondents' answers from service quality based on the motivational dimensions of the leadership in the Class IIA Lubuklinggau Prison, that consists of 4 indicators, Encouragement to Achieve Goals, including leadership attention and appreciation, work spirit, including the presence of suitability of work with competencies possessed and synergize. The existence of initiative and creativity, including work innovation, and doing work without being ordered. and a sense of responsibility, including responsibility for work on time. Those who answered strongly agree/very well there were 15 respondents (22.4%), agreed/good answers were 44 respondents

(65.7%), the answers were quite agree/good enough there were 7 respondents (10.4%), who answered no agree/not good there was 1 respondent (1.5%) and those who answered strongly disagree/very bad 0 respondents (0.0%). From the table above, the answer agrees was the dominant value, meaning that the service quality based on the motivational dimensions of the leadership in the Class IIA Lubuklinggau Prison, in the category was good.

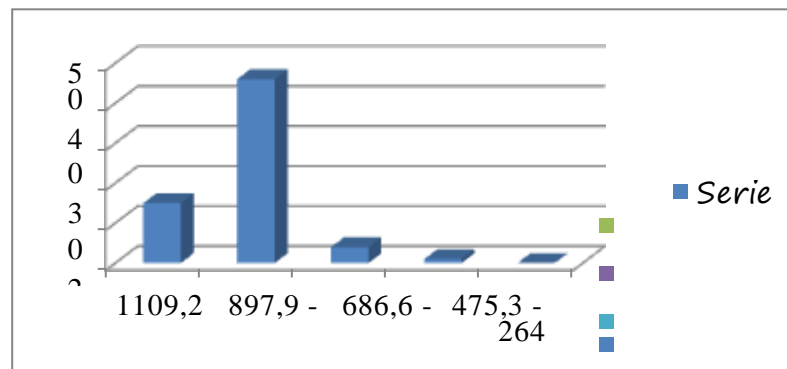


Figure 7. Histogram Graph of The Response Frequency Distribution Of Respondents Motivation Of The Class Iia Lubuklinggau Prison Leadership.

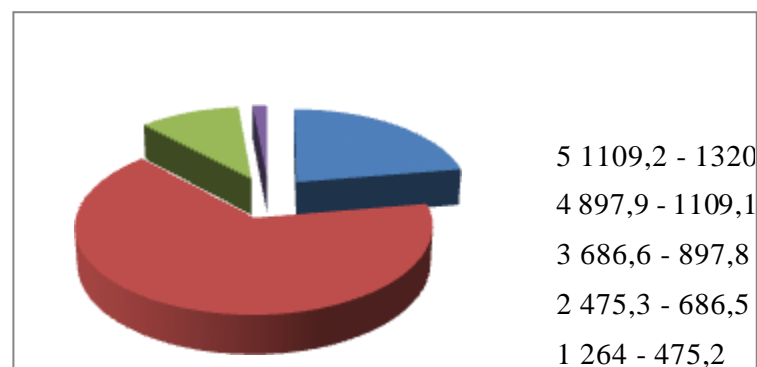


Figure 8. Histogram graph of the response frequency distribution of respondent's motivation of the class iia lubuklinggau prison leadership.

From the histogram and pie chart figures above, it can be concluded that the majority of respondents answered agree/good with the motivation given by the leadership at the Class IIA Lubuklinggau institution so that the officers were more enthusiastic in providing services to prisoners and inmates.

Conclusion

Respondents stated that they agreed and the result was 1.357 and the dominant indicator was assurance regarding the service quality provided to inmates at the Class IIA Lubuklinggau Prison. The correctional officers in carrying out the guidance for prisoners' inmates, for Monitoring indicators with a score of 1.356 and the most dominant was the efforts to prevent and correct the errors in carrying out the coaching and the indicators of leadership motivation

with a score of 1,085, initiative and creativity of prison officers occupied dominant values and conducting coaching.

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