

LEADERSHIP OF THE HEAD OF A CORRECTIONAL INSTITUTION IN ACHIEVING THE TITLE OF CORRUPTION-FREE AREA (Case study at the Semarang Class II Women's Correctional Institution)

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ABSTRACT

Prisons in Indonesia are often described as a very terrible place and even there is no good side to be proud of. The case occurred recently has worsen the image of prison, where the head of Kalianda Prison was arrested by the Provincial Narcotics Agency (BNNP) for his involvement in illegal drugs that were traded in prison. This condition is very contrary to the condition at the Semarang Class II Women's Correctional Institution. The success of Semarang Class II Women's Correctional Institution in suppressing illegal levies cannot be separated from the leadership role of the head of the prison. The presence of a leader greatly affects the integrity of employees in his ranks. The Semarang Class II Women's Correctional Institution is the only one of the 611 Correctional Institutions (Technical Implementation Unit) which bears the title of Corruption-Free Area in the Ministry of Law and Human Rights of the Republic of Indonesia. This study aims to describe how the leadership of the Head of Semarang Class II Women's Correctional Institution as a role model in achieving zero illegal levies using qualitative descriptive methods through field observations and in-depth interviews with structural officials, officials and inmates as informants.

Keywords: Leadership, Role models, Corruption-Free Area

1. INTRODUCTION

Corruption often occurs in the Ministries/ Institutions, including in Correctional Institutions. Corruption in Correctional Institutions can be in several forms, such as illegal fees for visiting services, residential cells and other infrastructure, management of other prisoners' rights, involvement of officers in drug transactions, and others. Due to the high bad record relating to corruption that occurred in Ministries / Institutions, since 2010 the government has applied bureaucratic reform in all Ministries/Institutions.

Bureaucratic reform is a systematic process of deliberately planned changes for a good government administration system by bureaucrats to realize the principles of good governance. The government has issued Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform regulating the implementation of the bureaucratic reform program. The regulation targets the achievement of three main objectives; 1) increasing capacity and accountability of organizations; 2) creating a clean government and free from

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collusion, corruption, and Nepotism; and 3) improving public services. So, it can be concluded that the selection of work units proposed gets the title Corruption-Free Area by paying attention to several predetermined requirements, including:

1. From Echelon I to echelon III;
2. Considered as an important / strategic unit in carrying out public services;
3. Manage large enough resources; and
4. Having a high level of success in bureaucratic reform in the work unit.

In this regard, the Program for Building the Integrity Zone towards Corruption-Free Area is an obligation that must be carried out by the entire Ministry of Law and Human Rights in the context of Bureaucratic Reform. The development of the Integrity Zone towards Corruption-Free Area in the Semarang Class II Women's Correctional Institution has been conducted since 2015 and received the title of Corruption-Free Area in 2015 to 2017. Of the 611 Correctional Technical Implementation Units, Semarang Class II Woman's Correctional Institution is the only Technical Implementation Unit of Penitentiary which bears the title of Corruption-Free Area.

To bear the title of Corruption-free area is certainly not easy. This success is inseparable from the leadership of the Head of Semarang Class II Women's Correctional Institution. The leadership of the Head of the Correctional Institution greatly influences the survival of prisoners' lives. In the hands of the Prison Head, the nuances and atmosphere of the prison can be seen. A prison head should not only lead structurally but also be a role model for the ranks he leads. In addition, the prison head must be able to be a role model for both the employees and the prisoners.

Why is the role of the prison head as a role model important? First, it is because prison is very vulnerable to corruption. Second, the prison head not only leads employees in his ranks but also fosters prisoners to realize their mistakes and return to society.

Formulation of the Problem

How is the leadership of the head of Semarang Class II Women's Correctional Institution in achieving the title of Corruption-Free Area?

Objective of the Study

The objective of this study is to find out and analyze the leadership of the head of Semarang Class II Women's correctional institution in gaining the title of Corruption-Free Area.

2. LITERATURE REVIEW AND HYPOTHESIS

Human relationships can change and develop so that the embodiment of leadership becomes dynamic. Obedience, respect, trust and cooperation can always be fostered and enhanced through a reasonable and effective human relationship. Leadership can be interpreted as ability / intelligence to encourage a number of people (two or more people) to cooperate in carrying out targeted activities to achieve common goals.

Leadership can also be interpreted as the ability and skills of someone who occupies a position as the head of a work unit to influence the behavior of others, especially subordinates, to think and act in such a way that through positive behavior he makes a real contribution in achieving organizational goals. The leader in the organization has a role, where every job brings with it hope how the role bearer behaves. Roles can be interpreted as behaviors that are arranged and expected from someone in a certain position.

Leadership is an activity in influencing others to work hard for group goals. (George P. Terry). Based on several definitions of leadership, the essence of "leadership" is "participation", that what causes a person to become a leader is if there is the willingness of others to follow. A leader is someone who is admired by others or subordinates so that there is a tendency that what he does and has can be imitated. Thus leadership is "appearance", because after all a leader will appear if the

leader can do real in carrying out activities such as:

1. A leader will appear if the leader can influence his staff or subordinates;
2. A leader will appear if the leader can invite his subordinates;
3. A leader will appear if the leader can move his subordinates;
4. A leader will appear if the leader can / often make decisions for the interests of the organization and the welfare of its members even though the decision is risky; and
5. A leader must be ready to be a role model for his staff.

3. METHODS

Research Approach

This study uses qualitative approach. A qualitative approach is an approach that attempts to elaborate a phenomenon in depth through interviews with informants. The information obtained is then presented descriptively.

Research Type

The type of this research is descriptive qualitative research. The data collected is then described in detail to explain and give a clear description of the leadership of the Head of Semarang Class II Woman's Correctional Institution.

Data Collection Technique

Based on how to obtain the data, data collection techniques can be divided into 2 (two):

a. Primary data

Primary data is the data obtained directly from the informants (the object under study). The informants used in this study are

1. Structural officials (5 people)
2. Employee representatives in each section (5 people)
3. Prisoner representatives in each block taken randomly (10 people)

Data collection technique used in this study is:

- Interviews with informants using interview guidelines

- Observation, in which the researchers make observations in the field.

b. Secondary data

Secondary data is obtained through literature study to collect data through documents, books, newspapers, and journals.

Research Location

The research location chosen is Semarang Class II Women's Correctional Institution

Research Period

The research was conducted from January 27 to March 4, 2018.

4. RESULT AND DISCUSSION

Corruption-Free Area has been implemented at the Ministry of Law and Human Rights since 2015. There are 6 areas of change as indicators of the determination of a Ministry / Institution included in this category:

1. Management of change
2. Structuring governance
3. Structuring HR management system
4. Strengthening accountability
5. Strengthening supervision
6. Public services

Some principles that must be considered in developing agents of change effectively are:

- Commitment of the Leader
The development of agents of change will succeed if there is a strong commitment from the top leader. Commitment and active involvement of the top leader is a must for the development of agents of change.
- Participation
Change requires active participation from all components involved in the development process of the agents of change.
- Sense of Belonging
Growing a sense of belonging in an organization can encourage change and maintain the momentum of the development of the agents of change.
- Availability of Resources
The implementation of the development

of the agents of change requires investment in resources that are able to support a sustainable development process, including funds, personnel, time, facilities and infrastructure.

- Conducive Environment

It is necessary to create conducive organizational internal environment for the agents of change, specifically related to the policies of the organization's leaders to be able to implement changes in accordance with the action plan consistently and continuously.

Corruption prevention activities at the Semarang Class II Women's Correctional Institution itself are as follows

1. Routine direction from the Head of Correctional Institution to all officers during morning ceremonies and regular meetings
2. Socializing good manners to inmates routinely. Provide routine outreach to inmates through manners. The inmates are always reminded not to take actions that provoke corruption or gratuity.
3. The survey of Corruption Perceptions carried out to the families of inmates who visit the Semarang Class II Correctional Institution is conducted regularly every month.
4. Providing information to the families of inmates who visit the Semarang Class II Correctional Institution regarding the flow of complaints in the event of acts of corruption in the prison environment.
5. Visiting services at the Class II Semarang Women's Correctional Institution is free of charge.

The role of the agent of change, in this case the Head of the Class II Semarang Women's Correctional Institution is as follows:

- Catalyst

Convince employees in the work environment about the importance of change towards better conditions (planned goals). For example, socializing 6 areas of change and instilling the value of "*Kami*

PASTI" for each employee at the Semarang Class II Women's Correctional Institution.

- Solution Provider

Provide alternative solution to employees at the Semarang Class II Women's Correctional Institution environment who experience problems in the process of change towards the final goal. For example, providing a solution if there are problems in carrying out daily tasks and functions.

- Driver of Change

Encourage and mobilize employees to participate in change towards a better work unit.

- Mediator

Accelerate the process of change, especially in solving problems that arise in the implementation of bureaucratic reform and in fostering relationship between internal parties and related external parties. For example, socializing and understanding all employees at the Semarang Class II Women's Correctional Institution and exchanging information with other agencies around the work unit related to services provided by Semarang Class II Women's Correctional Institution so that the knowledge, integrity and understanding of employees and the community become a unified entity.

- Resource Liaison

Act as a liaison among employees in the Semarang Class II Women's Correctional Institution, resource owners or policy makers and the community. For example, as a mediator between the implementer and the giver of the mandate in the event of a problem which the solution requires direct leadership participation.

In order to hold the title of corruption-free area, a lot of efforts must be made and the Head of the Correctional Institution has to work hard to bring his staff and subordinates to support these efforts. However, in addition to hard work, there must be good leadership of the Head of Correctional Institution as a role model.

Based on the results of interviews with 20 informants, consisting of structural officials, employees, and inmates, it can be

concluded that the Head of the Semarang Class II Women's Correctional Institution has actually carried out his role as a leader as follows:

1. Influencing subordinates

The most important thing in leadership is to influence others. As George Terry said, leadership is an activity in influencing other people to work hard with will for group goals. The Head of the Semarang Class II Women's Correctional Institution is able to influence his subordinates to have a mental attitude as employees with integrity. Many employees here, who at first still had a corrupt mindset, gradually changes. This is due to the leadership style of the Head of the Correctional Institution that is able to influence their mindset. It takes a relatively long time to change in a mindset. It should be done continuously followed by examples. Almost all of the informants state that a corrupt work culture happens almost in all lines of work. And the most difficult thing for a boss to do is to change the mindset. But The Head of the Semarang Class II Women's Correctional Institution is able to do that well.

2. Inviting subordinates

The head of Correctional Institution not only affects but also invites subordinates to always maintain the integrity that has been attached. As stated above, the head of the prison is able to invite his subordinates to work with integrity. The invitation made by the head of this prison is not just words or discourse but an invitation accompanied by positive attitudes and behavior that should be used as examples. "Usually employees here find it difficult to make changes, but the head of the prison always has a way to be able to invite employees and prisoners to make these changes," said one informant

3. Mobilizing subordinates;

One of the informants said that the involvement of the head of the prison

in various activities, both involving employees only and involving employees and prisoners, made him more enthusiastic in making changes. "We are getting excited, because the head of the prison is always present in our midst". In many ways, the head of the prison is able to mobilize his subordinates to do good things. Direct involvement in each activity is one of the efforts conducted by the head of the prison in mobilizing his subordinates, so that the subordinates can see that the head of the prison has a high commitment in carrying out prison tasks and makes the prison free from corruption.

4. Making decisions for the interests of the organization and the welfare of the members even though it is risky;

Decisive but unpopular decision making often gets challenges from subordinates. However, the Head of Semarang Class II Women's Correctional Institution is not afraid and remains consistent in the decisions made in upholding the consistency of eradicating corruption. When corruption has become entrenched, this will complicate decision making. However, with high determination and commitment from the Head of Prison, this has become a challenge. From the results of the interview, one of the informants said, "Courage in the head of the prison in enforcing the rules made us even more respectful. Thus, we can judge that the morality of the head of the prison must be good, because he dares to make unpopular decisions".

5. Becoming a role model for subordinates

The most decisive factor of these five things is that the head of correctional institution must be able to be a role model for all of his subordinates, both employees and prisoners. As stated in the introduction, that the head of the prison not only supervises employees but also fosters inmates. The key factor for the success of a prison head is

being able to be a role model for his employees and for prisoners he fosters. And this is what the Head of Semarang Class II Women's correctional Institution does. From the results of interviews with informants, it can be concluded that obedience is the main key to the success of Semarang Class II Women's Correctional Institution so that it becomes the only Correctional Institution that achieves predicate of corruption-free area. As stated by an informant: "If a prison head cannot be a role model, even though he has high abilities, we will not obey. We don't need a lot of skills. The most important thing is that the head of the prison can be a role model for us. The Head of the Semarang Class II Women's Correctional Institution is a very good leader. We make him a role model." In many ways, both employees and inmates always judge the behavior of the head of the prison. In many organizations, what the boss says sometimes is not the same as his behavior. The four points mentioned above, such as influencing, inviting, mobilizing, and making decisions, are parts of the role model shown by the Head of the Semarang Class II Women's Correctional Institution. Activities, such as affecting, inviting and mobilizing, will be in vain without being accompanied by providing good examples.

6. CONCLUSION

Based on the discussion above, it can be concluded as follows: (1) The success of the Semarang Class II Women's Correctional Institution in bearing the title of Corruption-Free Area (WBK) is largely determined by the leadership of the Head of the Prison as a role model; (2) Being a Head of Correctional Institution should not only good at leading, but also good at influencing and mobilizing his subordinates and prisoners.

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