

**THE IMPLEMENTATION OF THE HUMAN RESOURCE MANAGEMENT
FUNCTION IN IMPROVING THE PERFORMANCE OF THE SPECIAL POLICE
OF CLASS IIA SIBOLGA PRISON REQUIREMENTS**



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Abstract

Management has existed since humans existed; management is as old as human life. management is as old as human life, why is that, because humans in their daily lives cannot be separated from the principles of management This study aims to determine the Application of the Human Resources Management Function in Improving the Duties of Special Correction Police at the Sibolga City Class IIA Correctional Institution. Human resources have a huge role in an organization. Human resource management should be viewed as an extension of the traditional view of managing people effectively and to manage people effectively and to do so requires knowledge of human behavior and the ability to manage it. about human behavior and the ability to manage it. So important position of human resources so that it becomes the achievement or failure of an organization. The results of this study are expected to be input for the government in this case the Sibolga city class IIA correctional institution in order to improve the duties of the special correctional police so as to properly foster the prisoners.

Keywords: Management, Implementation, Human Resources, Performance, Special Police

INTRODUCTION

The main Management is a process carried out to realize organizational goals through a series of activities in the form of planning, organizing, directing, and controlling people and other corporate resources (Annio Indah Lestari Nasution, 2021). Human resource management is part of organizational management which focuses on human resources. The task of human resource management itself is to manage the human element to become a good worker element and be satisfied with their work in their respective fields. Humans are the most critical element in an organization. Without the role of humans, an organization can't run well. Osei and Ackah (2019) say employee competence has a major influence on performance, both individual performance and organizational performance. Achieving effectiveness and efficiency in an organization requires quality human resources to achieve optimal organizational performance. The quality and role of human resources in an organization is a very decisive asset and can significantly determine whether or not the organization achieves its goals. Almost all successful and visionary leaders in an organization always consistently pay attention to how to manage human resources so they have commitment and loyalty to the organization. Employee Placement Must Match Their Expertise. The placement of employees who are experts will increase their passion for work so that they can contribute to the company so that it can contribute to the company (Aan Rahman, 2020). To improve the quality of human resources, a skilled and qualified employee who masters his field of work is needed to provide optimal and maximum service in an organization. In the Islamic view, one of the essential elements in an organization is its people, Humans are creatures that have special abilities and occupy the highest position among other creatures, which is to become Khalifah (representative) of God on earth (Q.S. al-Baqarah/2: 30). Humans are the most perfect creatures of Allah SWT. compared to other creations of Allah SWT. The characteristics and potential of humans are written in the Quran. With a set of organs given by Allah SWT to humans, humans have the power or potential that if developed will become quality human resources, and will make humans aware of their responsibilities both their responsibilities as servants of Allah SWT.

Management is done perhaps to see management as an art and science when coordinating activities such as planning, building organizations, and their organization, mobilizing, and controlling or supervising employees (Nurbaiti, 2022). No matter how

good an organization is, if it is not supported by qualified human resources, it will not make the organization grow and develop. As well as the Correctional System adopted by Indonesia, regulated in Law No.12 of 1995 concerning Corrections, is the implementation of imprisonment, which is a juridically philosophical change of ideas from the prison system to the correctional system. The imprisonment system which strongly emphasizes the elements of revenge and deterrence accompanied by the institution of a “prison house” is gradually seen as a system and means that are not in line with the concept of rehabilitation and social reintegration, so that prisoners realize their mistakes, no longer intend to commit crimes and return to become responsible citizens for themselves, their families and their environment.

The place to carry out imprisonment for prisoners is the Penitentiary. The Penitentiary as a large organization under the Directorate General of Corrections of the Ministry of Law and Human Rights of the Republic of Indonesia has the main tasks and functions by the mandate of Law No.12 of 1995 concerning Corrections, namely as a place to carry out coaching and correctional students. The coaching carried out in the Penitentiary is essentially oriented towards changing the whole person and the whole of the community so that it is expected that after serving the criminal period he is expected to no longer violate the law and later be able to participate in development. Correctional Institution is a reference for the implementation of guidance for prisoners who have a long criminal period. but in implementation of coaching at Sibolga City Class IIA Correctional Institution so far has not been running well or maximized because there are still many problems encountered both in reality from the media and from the recognition of the community itself, namely the results of observations in the field and from the recognition of the community itself, namely the results of observations in the field It was found that there are still many cases of smuggling electronic goods and cases of discipline in detention.

The Penitentiary as a large organization under the Directorate General of Corrections of the Ministry of Law and Human Rights of the Republic of Indonesia has the main tasks and functions by the mandate of Law No.12 of 1995 concerning Corrections (Article 1 Paragraph 3), namely as a place to carry out coaching and correctional students, the coaching carried out at the Penitentiary is essentially oriented towards changing the whole person and the whole community, so that it is expected that after serving a criminal

period it is expected to no longer violate the law and later be able to participate in development. The Correctional Institution is a reference for the implementation of guidance for prisoners who have a long criminal period.

REVIEW OF LITERATURE

Human Resource Management Theory

In essence, human activities, in general, are managing (managing) to manage here requires an art, how other people need work to achieve common goals (Zainarti, 2019). In an organization or institution, the role of human resource management is very important. We can understand this because, without human resources, an organization will not run. Humans are the drivers and managers of other production factors such as capital, raw materials, equipment, and others to achieve organizational goals. With the development of an organization, more difficult it is to plan and control its employees. Therefore, personnel management is needed to organize and solve problems related to staffing, both in terms of administration, division of tasks, and other personnel activities. HRM has several definitions conveyed by several experts, including those conveyed by Mondy and Noe (2019) defining human resources (human resource management) as the utilization of human resources to achieve organizational goals. Hasibuan said that HRM is the science and art of regulating the relationship and role of labor so that it effectively and efficiently helps realize the goals of the company, employees, and society.

Human Resource Management plays a very important role in achieving the company's competitive advantage, very high-quality HR support is positively correlated with the creation of added value and the level of quality of decisions taken in the company (Suhari, 2019).

G.R. Terry (Principles of Management) states that the functions of human resource management include the following:

Planning

George Terry is of the view that planning is determining the work to be carried out by the group to achieve the goals outlined (George R. Terry, 2006).

Organizing

Organizing is a basic management activity. Organizing is done to collect and arrange all the resources required in the plan, especially human resources, in such a way that the activities to achieve the set goals can be carried out efficiently and effectively. By organizing, people can be put together in one or more groups to perform various tasks. The purpose of organizing is to help people to work together effectively in an organization or institution.

Actuating (Moving)

Actuating is defined as a movement in management to make other people like and be able to work sincerely and passionately to cooperate to achieve organizational goals by planning and organizing.

Controlling (Supervising)

Namely measuring implementation with goals, determining the causes of deviations, and taking corrective actions where necessary.

The Concept of Improving or Developing Human Resources

Improvement or development of human resources aims to produce a logically linked and comprehensive framework for developing an environment where employees are encouraged to learn to develop (Kasmir, 2019). Human resource improvement or development is a continuous effort to improve the quality of human resources in the broadest sense, through education, training, and coaching (Hasibuan, 2019). So, improvement or development is an effective way to deal with some of the challenges faced by many large organizations. These challenges include employee obsolescence, sociotechnical changes, and labor turnover. The ability to overcome these challenges is a determining factor in the success of the personnel department in maintaining effective human resources.

Concept of Human Resource Management

Human Resource Management (HRM) is the method of acquiring, educating, evaluating, and compensating workers and attending to their labor disputes, health and welfare issues, and justice (McKenna & Beech, 2008). According to Geroge (1978), HRM is a set of operational practices aimed at recruiting, creating, and retaining a productive workforce. HR is a mechanism that aims to become executive personnel and maintain a

high level of employee success through human resource preparation, recruitment or hiring, recruitment, induction, training, job growth, salary and benefits, and performance evaluation.

Islamic human resource management is a method that aims to become a company worker and ensure a high level of employee efficiency based on the guidelines of the Quran and Sunnah through human resource preparation, recruitment or recruitment, selection, orientation, training, salary, and performance. Job evaluation and growth. Islam is the whole code of life (Qur'an; 5:3). Therefore, Muslims must perform any action according to the rules of the Qur'an and Sunnah. The Quran also refers to integrity and fairness in trade and calls for equity and equitable distribution of resources in society. The Quran encourages people to learn knowledge and technology and highly praises those who aspire to earn a living.

RESEARCH METHOD

This type of research is qualitative research. This study aims to determine how the Application of the Human Resources Management Function in Improving the Duties of Correctional Special Police at the Sibolga City Class IIA Correctional Institution based on the problems discussed, namely the problems that occur at the Sibolga City Class IIA Correctional Institution. The type of research is qualitative descriptive.

RESULTS AND DISCUSSION

HR Management in Fostering Prisoners at Sibolga Class IIA Correctional Institution

Planning

Planning is a process to determine at the beginning the various final results that the company wants to achieve in the future. Between planning activities and the final results to be achieved, it is assumed that there is a time lag, where the longer the plan is made, the time lag between planning and the final results to be achieved will also increase (Nuri Aslami, 2020).

Sibolga Class IIA Correctional Institution is an institution that accommodates the process of coaching prisoners' approaches through Spiritual steps that have been strategically and systematically arranged from the initial stage to the final stage. In

Islamic religious guidance at Sibolga Class IIA Correctional Institution, the initial stage carried out is the program planning stage.

This was stated by the Staff of Class II A Sibolga Correctional Staff, AS (Interview, 2023) that: “the planning of the prisoner development program is regulated in the legislation. Program planning involves prison officers based on their respective fields. Program making is carried out in a meeting and discussed to determine what activities are appropriate to carry out. This is done so that the coaching process can run by the objectives set”.

Then, similar information was conveyed by Sibolga Correctional Center Indra Kesuma in his statement saying that personality development activities are one of the instruments in granting the rights of prisoners. “In Law No. 22 of 2022 concerning Corrections, changes in behavior and the liveliness of prisoners in participating in coaching programs determine the granting of the rights of prisoners ranging from remission, assimilation, and integration”. It is hoped that the activities will be able to change the attitude, behavior, and determination of the prisoners to change for the better and have useful knowledge received during the criminal period.

Personality development carried out by religious instructors from the Ministry of Religion of Sibolga City is carried out to shape the mental spirituality of the prisoners. Activities carried out every week are carried out with various activities ranging from tussah, learning the Qur’an, and discussions about religious knowledge related to problems in everyday life.

According to GR. Terry 1958 explains that Planning is an activity to determine the goals to be achieved and the ways to achieve these goals. Based on the results of interviews with community staff of the Sibolga class IIA correctional institution said regarding the matter of recruiting or selecting employees here, it is through Candidates for Civil Servants (CPNS) later when they pass the election results, they will be trained first at the center to learn and master what is their responsibility along with their respective duties and authorities. Like me here, my specific task here is to carry out the elements of implementing guidance within and providing the rights of prisoners (Interview with AS. Saturday, April 29th, 2023).

Based on the results of interviews with informants above, it can be seen that in terms of planning related to the recruitment or selection process of correctional employees, namely through the selection of CPNS who have been determined by the government with the required position formations, as well as training conducted after they are selected from the results of the CPNS selection itself. they have gone through the selection stage and as well as the pieces of training and the correctional officers who have been selected, they must know and must understand their respective duties and responsibilities and carry out their duties based on Law No. 12 of 1995 concerning Corrections.

According to the results of interviews with Class IIA Sibolga Correctional Institution staff said that: “After serving as staff staffing correctional institutions here, we are selected and trained through training held by the ministry of law and human rights at the center with the aim that we know and are competent in carrying out tasks in accordance with our placement formation, or in accordance with our positions and positions later. This is very important for the future, so that the interests of this prison run well and safely, specifically for myself, I must know how to make prisoners feel safe and orderly in this correctional institution. Because this has become an obligation in my opinion, and we are also required to know how to use security tools with the right and correct techniques such as x-ray and so on” (Interview with AS Saturday, December 29th, 2023).

Based on the results of the interview above, it is explained that they are initially equipped with training that will make them knowledgeable and competent in carrying out their respective positions and duties. And they have also been trained and required to know the use of information technology, each position must know the duties and functions of the Sibolga City Class IIA Correctional Institution and need to know how to use the available equipment with correct and appropriate techniques.

According to the results of an interview with one of the prisoners, with a theft case at Sibolga City Class II Correctional Institution said that: “Here all the officers depend on whether they are usually good or not, usually they also do beatings but the beatings are normal and do not cause injury or bleeding. But everything is controlled,

he knows how his respective duties and functions are such as providing guidance to us here” (Interview AK April 29th, 2023).

Based on the interview above, it is explained that the officers know how to carry out their duties and functions such as in conducting coaching, the officers have carried it out properly, the prisoners feel safe in prison, and their rights as citizens are still maintained. Then the overall conclusion based on the results of observations in the field and associated with the theory according to George Terry (1958), namely the main component, namely Planning / Planning, in improving the duties of special correctional police through the application of HR functions, determining the goals to be achieved during a future period and what must be done in order to achieve these goals, as in class IIA Correctional Institution Sibolga City where the activities of selecting prospective Polsuspas from the beginning through the selection of CPNS candidates by selecting the position formations that have been determined by the ministry of law and ham and choosing the types of majors that are really needed in the organization and selecting candidates with high integrity and innovative and able to be dedicated in carrying out their duties, so that later they are not misplaced with their duties and functions so that they are competent in the field they carry.

In terms of recruitment & selection, Prophet Muhammad (SAW) placed great importance on professionalism. He said, “If a matter is handed over to a non-expert, then wait for the time (of destruction)” (HR Bukhari and Ahmad). The Prophet also said, “Whoever appoints someone as an employee of a people, when in that people there is someone who is pleasing to Allah (capable, pious and faithful) then he has betrayed Allah, His Messenger, and the believers (HR al-Hakim).

Organizing

Further organizing establishes the relationship between officers and determines what facilities will be used when the activity is carried out. The division of work duties is carefully planned, arranged, and systematized so that the implementation of activities can take place in an efficient and timely manner so that the goals to be achieved in the coaching process can be realized. Each device in the correctional institution works together in utilizing every existing facility and infrastructure for the success of the planned activities. According to the results of

interviews with the Staff of the Sibolga City Class IIA Correctional Institution said that:

“Here we have been given the task according to what the head of the prison (KALAPAS) wants here and we always respect the direction of the head of our prison. In carrying out our duties, we are here required to be skilled in managing information properly, and delivering it appropriately so that what we convey can be well received by prisoners. And when there is a problem, we can solve the problem because it is a responsibility and we must be skilled when solving the task of the problem” (Interview with AS. Saturday, April 29th, 2023)

Based on the informant’s statement above, it can be seen that the organization in the Sibolga City class IIA prison is already running well, which is marked by the informant’s own statement that all prison employees or police officers here work at the direction of the head of the prison and they always work together with full dedication in fostering prisoners to be qualified when they are released. This is in line with what was conveyed by one of the convicts of the Murder case at the Sibolga City Class IIA Penitentiary saying:

“In accordance with what I experienced here when I was guided by police officers or warders, they guided me well and they usually gave me direction and input not to repeat the behavior that I had done so that I was put here, even I usually see the head of the prison here directly involved in controlling the performance of Pelsupas so that the police work in accordance with applicable regulations” (Interview EM Saturday 29th April 2023).

In addition, Class II A Kendari Correctional Institution also organizes other parties who assist in the process of Islamic religious guidance. One of these activities is learning the Qur’an which is centered at the Al-Ikhlâs Mosque in Sibolga Correctional Facility, this activity is attended by Muslim prisoners who still have deficiencies in reading the Qur’an. In its implementation, prisoners will be accompanied by teachers who come from prisoners of the mosque management who have the ability to read the Koran with full supervision of coaching officers. Sibolga Correctional Center, Indra Kesuma said that “Al-Quran learning activities are carried out regularly for Muslim prisoners, especially those who cannot read the Koran

properly, prisoners are trained and taught starting from the introduction of Hijaiyah letters, learning Tajweed, to correcting the reading of the Qur'an properly and correctly".

Based on the joint statement of the 2 informants above, it can be seen that in completing their duties and responsibilities, the police officers always instill in themselves the direction and all the motivation that has been given by their superiors. From the overall results of the informant interviews above, the researcher then concluded as a whole that the Organizing system or organizing, in this case, the organization carried out by KALAPAS to the Polsuspas or subordinates was good and directed, as indicated by the statements of several informants above who said that the head of the prison had given or divided the appropriate tasks to the polsuspas to work according to their authority and work sincerely and dedication.

Implementation (Actualization)

The implementation of Islamic religious education material coaching at Sibolga Class II a Correctional Institution is to provide education or education for prisoners to change their character or behavior of prisoners comprehensively so that prisoners can re-interact in society in total and be able to participate in national development. The Head of Class II A Sibolga Correctional Institution, AS Nasution (Interview, 2023) said: "The implementation of Islamic religious education guidance for prisoners at Class II A Kendari Correctional Facility is based on the Corrections Law. Prisoners are expected to become good human beings, can improve themselves, and not commit any more acts against the law so that they can return to society properly. Therefore, prisoners are required to carry out all activities or coaching programs that have been established by the prison from the time they enter until they are released. I leave the implementation of Islamic religious education guidance to the sections that have been assigned to take care of coaching.

According to the explanation of the Head of Class II A Sibolga Prison "This activity is one of the personality development activities that we provide to prisoners, we hope that with coaching and a religious knowledge approach, there is a change in attitude". In addition, the Sibolga Correctional Institution also invites religious teachers in conducting personality development who come from outside the prison on

the recommendation of the Office of the Ministry of Religion of the city of Sibolga. As prisoners, of course, they must carry out all activities that have been determined by the prison and they follow all the teachings carried out by the ustad or Islamic religious education coaches.

This is what was said by one of the prisoners, Irawan (Interview, 2023) that: “We are here participating in all activities ordered by the prison. For example, we learn the Qur’an, listen to lectures, and pray together sir. When we are taught the Qur’an, we are taught slowly by the ustad so that we understand. The Ustadz is good at teaching, not rushing. When we listen to lectures, they are also good, for example about the importance of prayer, and fasting, we must be kind to everyone, to parents, and many more sir. There are also stories about the prophets. We also pray every Friday. The important thing is that we are taught here without feeling pressured, Sir”. The programs carried out by the prisoners in the guidance of Islamic religious education, namely, praying in congregation, reading the Qur’an/ Iqra, listening to religious lectures, discussions or questions and answers, and Friday sermons. The implementation of the activity program aims to enable prisoners to learn Islamic religious knowledge so that they can improve their worship of Allah and can interact with other prisoners so that when they return to society they can interact well and participate in national development.

Evaluation

The evaluation process is the final stage to assess the overall course of coaching programs that have been carried out. The evaluation is carried out by the Head of the Sibolga Class II Correctional Institution to the officers in charge of their respective fields. If in the implementation of coaching, there are some problems, there must be improvements and evaluations so that the implementation of further coaching can run properly and correctly in order to have maximum results. This evaluation is also to see how far the accuracy of the activities carried out by the Islamic religious education coach is. This relates to the timeliness and material provided to the prisoners. Personnel Staff AS Nasution (Interview, 2023) said the head of the prison will usually conduct a series of periodic evaluations of the reports of the officers in

each division. The report will be used as material to see the extent of the success of coaching programs such as Islamic religious education that we have carried out.

This evaluation stage is very necessary as the last step in the management process. This stage is an assessment of the success of a coaching program. The evaluation process is very important to see the results of coaching. This is done to assess what materials have been understood and have not been understood by the prisoners. One of the prisoners Agus (Interview, 2023) responded to the information above that: “After we are taught, the ustad will test us. For example, about reading the Qur’an or prayer recitation. We also have to pay attention to the material taught by the ustad-ustad. After that, we also hear lectures, and we introspect ourselves to be better sir”.

The information about the prisoners above proves that there are quite visible changes after the implementation of Islamic religious education guidance by the Sibolga Class II A Correctional Institution. The change is in a very positive direction. This management process ultimately leads to the achievement of the desired coaching, namely increasing religious knowledge and improving the moral quality of the prisoners.

In the Islamic view, one of the essential elements in an organization is its people. Humans are the most perfect creatures of Allah SWT. compared to other creatures of Allah SWT. Humans have the power or potential that if developed will become quality human resources, and will make humans aware of their responsibilities, both their responsibilities as servants of Allah SWT. and as caliphs of Allah SWT.

CONCLUSION

Based on the results of the discussion in the previous chapter, the researcher then concluded that the application of the MSDM function in improving the duties of the police in Sibolga Class IIA prison is quite good, but several indicators are still not directly proportional / well handled. As for including 4 indicators related to the focus of research in measuring the application of the Management HR function in improving the duties of the police in class IIA prison Sibolga City, namely according to G.R.Terry states that several

indicators, namely; a) Planning; b) Organizing; c) Actuating (Moving); d) Controlling (Supervising)

It can be said that there are eight main HR functions from an Islamic perspective, namely HR planning, recruitment, selection, orientation, performance appraisal, training and development, compensation and benefits, and career development. The main purpose of these HR functions is to ensure the availability of a competent, willing, dedicated, sincere, and ethical workforce in an organization that will work to maximize the interests of internal and external stakeholders. Although the Islamic HR function appears similar to Western HR from a process perspective; however, important differences exist from the perspective of content, philosophy, and spirit. All requirements in the Islamic HR function are based on the Qur'an and Sunnah (sayings of Prophet Muhammad SAW).

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