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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,  
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

# 19

Revista de Ciencias Humanas y Sociales

ISSN 1012-1587/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



Universidad del Zulia  
Facultad Experimental de Ciencias  
Departamento de Ciencias Humanas  
Maracaibo - Venezuela

## **Performance Management of Community Counselors (Case Study: Balai Pemasarakatan Jakarta Timur-Utara)**

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### **Abstract**

This study aims to in-depthly find out and analyze the application of performance management for Community Counselors at Balai Pemasarakatan Jakarta Timur-Utara, DKI Jakarta. This study employs a qualitative approach based on a case study. The primary data in this study were obtained through in-depth interviews with a number of stakeholder actors involved and also supported by on-field direct and participant observation techniques. Meanwhile, secondary data in this study was obtained through literature studies of relevant documents. This study found that the implementation of performance management for Community Counselors at Balai Pemasarakatan Jakarta Timur-Utara is still not optimal, where the authors identified a number of major constraints that at the very least relate to aspects of the availability of human resources and its capacity, organizational governance issues, budget issues and support for facilities and other things. This study limits the scope of studies on the implementation of performance management for Community Counselors at Balai Pemasarakatan Jakarta Timur-Utara in the aspects of planning, implementing, monitoring, evaluating and improving their performance. Through this study, the authors aim to contribute to the efforts of improving the Child Criminal Justice System in Indonesia which is focused on improving aspects of the performance management of Community Counselors at Balai Pemasarakatan. A number of recommendations related to these improvement efforts are also outlined in this paper.

**Keywords:** Performance Management, Community Counselors, Balai Pemasarakatan, corectional center

## **Gestión Del Desempeño De Los Consejeros Comunitarios (Estudio De Caso: Balai Pemasyarakatan Jakarta Timur-Utara)**

### Resumen

Este estudio tiene como objetivo descubrir y analizar en profundidad la aplicación de la gestión del desempeño para los consejeros comunitarios en Balai Pemasyarakatan Jakarta Timur-Utara, DKI Jakarta. Este estudio emplea un enfoque cualitativo basado en un estudio de caso. Los datos primarios en este estudio se obtuvieron a través de entrevistas en profundidad con una serie de actores involucrados y también apoyados por técnicas de observación directa y participante en el campo. Mientras tanto, los datos secundarios en este estudio se obtuvieron a través de estudios de literatura de documentos relevantes. Este estudio encontró que la implementación de la gestión del desempeño para los Consejeros de la Comunidad en Balai Pemasyarakatan Jakarta Timur-Utara todavía no es óptima, donde los autores identificaron una serie de limitaciones importantes que, al menos, se relacionan con aspectos de la disponibilidad de recursos humanos y su capacidad, problemas de gobernanza organizacional, problemas de presupuesto y soporte para instalaciones y otras cosas. Este estudio limita el alcance de los estudios sobre la implementación de la gestión del desempeño para los Consejeros comunitarios en Balai Pemasyarakatan Jakarta Timur-Utara en los aspectos de planificación, implementación, monitoreo, evaluación y mejora de su desempeño. A través de este estudio, los autores pretenden contribuir a los esfuerzos para mejorar el Sistema de Justicia Criminal Infantil en Indonesia, que se centra en mejorar aspectos de la gestión del desempeño de los Consejeros de la Comunidad en Balai Pemasyarakatan. En este documento también se describen varias recomendaciones relacionadas con estos esfuerzos de mejora.

Palabras clave: Gestión del desempeño, Consejeros comunitarios, Balai Pemasyarakatan, centro correccional.

### Introduction

Corectional Center in Indonesia known Balai Pemasyarakatan it is a technical unit in the Directorate General of Correction, Ministry of Law and Human Rights of the Republic of Indonesia which performs part of the duties and functions of the Correctional system in providing community

guidance and alleviation of children in accordance with applicable laws and regulations and carrying out nurtures, guidance and supervision of Correctional clients outside the correctional facility. Balai Pemasyarakatan (Bapas) has 2 (two) types or classifications (Class I and II) that represent location, work volume and area coverage.

As mandated in the Law of the Republic of Indonesia Number 12 of 1995 concerning Correctional Services, Balai Pemasyarakatan, hereinafter referred to as BAPAS, is the institution to carry out guidance on Correctional Clients. Furthermore, the tasks and functions of BAPAS are also affirmed in Article 105 paragraph (1) letter d of Law Number 11 Year 2012 concerning the Juvenile Justice System (SPPA), namely as a BAPAS prison technical implementation unit that carries out tasks and functions in the form of social research, guidance, supervision and assistance to children inside and outside the criminal justice process.

When considering these two regulations, the role of Community Counselor is very important and strategic in assisting children who are confronted with the law (ABH) or in conflict with the law on each examination, both at the police level (investigation), prosecutors (prosecution) to the court level (Republic of Indonesia, Law Number 11 Year 2012 regarding Juvenile Justice System, 2012). Moreover, in the children's trial process, the role of the community research report (Litmas) becomes very important where the judge will ask the Community Counselor to give up the results of the Litmas report and even often provide explanations and continue to attend the children's hearing. If the judge does not consider the Litmas report, or even at all there is no BAPAS Litmas report submitted, the judge's decision is null and void (Article 59 Indonesian Law Number 3 Year 1997 regarding Juvenile Court).

Although the status of the BAPAS community counselors has become a functional law enforcement apparatus, but in the field implementation, especially in BAPAS class I North-East Jakarta, it has not been able to answer the demands of its duties and functions as mandated by existing regulations in carrying out the tasks of mentoring, supervision and supervision of child clients. This is due to several obstacles faced in implementing the implementation of the juvenile justice system at the East and North Jakarta BAPAS, DKI Jakarta Ministry of Law and Human Rights Regional Office, among others: firstly, limited human resources for community guidance resulted in the involvement of community mentors in the diversion process; secondly, the preparation of community research is not yet in accordance with the standards set forth considering the implementation of the juvenile

justice system must be integrated starting from the police process up to the trial and third, relating to the issue of competency of community counselors in conducting interviews, counseling, mediation, communication, understanding others in its social environment, analyzing and compiling reports, where all these competencies must be mastered by a person with a Bachelor's educational background.

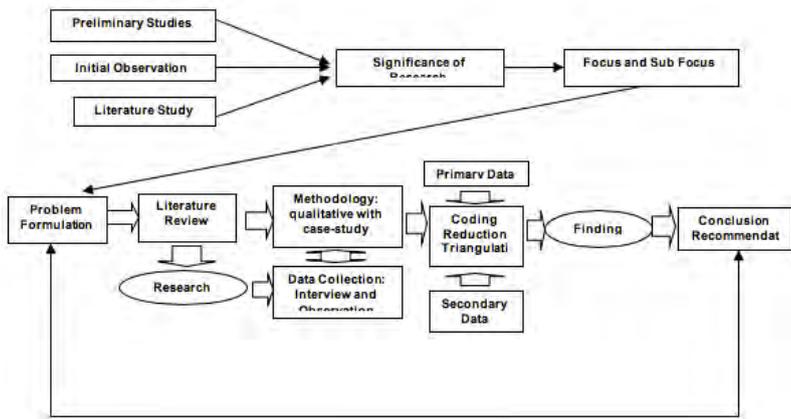
In order to improve the performance of BAPAS and to improve the competency of community counselors in handling child cases especially in the diversion process so as to provide recovery for perpetrators and victims and the surrounding community, a new breakthrough is needed to improve the juvenile justice system which can later also be used by Regional Offices of The Ministry of Law and Human Rights as a best practice for 34 (thirty four) Regional Offices of the Ministry of Law and Human Rights in Indonesia. Therefore, research on the Performance Management of Community Guidance in the Implementation of the Juvenile Justice System who take Case Studies at the North-East Jakarta BAPAS is important to do in order to fulfill the abovementioned concerns. On the other hand, seen from the element of novelty, this research is a new research in which previous research focuses on the management of public organizations in terms of the complexity approach (Jie-Shin Lin & Po-Yu Lee, 2011:81-96), factors that drive success in implementing a performance management system (Boipono, Macheng; Tsomele, Goitseone Tsomele; & Mogadime, 2014:189-194), Analytical studies related to performance management components and their usage on Wipro (Kumari, 2016:37-45), study of the differences between employee performance appraisal and management systems (Leena Toppo & Prusty Twinkle, 2012:1-6), and studies to encourage effective performance management through improved performance and human resources (Abrudan, Madela Maria; & Coita, 2008; Carr, Alison; & Kline, 2016; Chubb, Catherine; Reilly, Peter; Brown, 2011; Jain, Sameeksha; & Gautam, 2014; Qureshi, Amber; & Hassan, 2013; Resurreccion, 2012; Shahjehan, Asad; & Afsar, 2010; Waal & Coevert, 2007).

Based on the explanation above, thus the formulation of a general problem (grand tour question) in the research conducted is related to how the performance management of Community Counselors at the Jakarta East-North Jakarta BAPAS is applied. This will be represented in the section: performance planning, performance implementation, monitoring, evaluation and performance improvement that is focused on performance management of Community Counselors at the North-East Jakarta BAPAS, DKI Jakarta.

### Research Method and Procedure

This research was conducted in Jakarta, including in the North-East Jakarta BAPAS, Human Resources Development Agency of Law and Human Rights, Directorate General of Corrections, East Jakarta Police, East Jakarta District Attorney, and East Jakarta District Court. The time of the study was conducted in February 2017 until August 2017. The reasons for choosing the Jakarta East-North Jakarta Correctional Center as a case study of this study among others:

1. The North-East Jakarta BAPAS wants to improve the performance management and competence of the BAPAS Community Counselors as a whole by making changes and strategies for Correctional Institutions to increase stakeholders' trust in this case children who are conflict with the law, victims' families in particular, and the community in general.
2. DKI Jakarta as a barometer of Indonesia should have a resource of Community Counselors for BAPAS that is competent and can be used as an example for Community Counselors, BAPAS in other areas; and
3. Community Counselors for BAPAS is a very useful asset in the implementation of the juvenile justice system at the central level and in the regions, so that in the future the implementation of restorative justice can be implemented properly in accordance with the laws and regulations.



From the picture above in order, it can be explained as follows:

1. The preliminary studies is one of the steps taken if we look at the

informants and the problems studied include the *das sein* and *das sollen* related to the existence of the current Community Counselors and the expected conditions;

2. Initial observation, namely the activity of making direct observations to the main informants, namely the Head of BAPAS Class I, Community Counselors of BAPAS of the North-East Jakarta to find out related conditions organization, human resources, facilities and infrastructure, career development, in addition to conducting in-depth interviews;

3. Literature Study, namely the study of documents by studying various kinds of legislation relating to Community Counselors;

4. Of the three stages mentioned above, then it can be stated in the significance of the research, which shows the importance of this research carried out given the large number of cases of Child in Conflict with the Law;

5. Significance creates the focus and sub-focus of research;

6. Furthermore, the formulation of the problem consists of: performance management, performance planning, performance implementation, performance evaluation and performance improvement;

7. Literature Review contains performance management theory, performance planning, performance implementation, performance evaluation and performance improvement;

8. Afterwards, research was carried out using interview guidelines and structured observation guidelines that were used as guidelines by researchers;

9. The methodology of this study uses qualitative methods with a case study approach, data collection techniques through in-depth interviews and field observations;

10. The data collected in the form of primary data and secondary data is thus stated in the field findings, then coding and categorization are done to clarify the key informant's answers from the in-depth interview process;

11. For the validity of the data from this study used data reduction and triangulation, to convince and test the validity of this study; dan

12. The final process is to draw conclusions and recommendations that answer the research problem formulation.

## Result

The Overview of BAPAS Class I North-East Jakarta

The North-East Jakarta Class I BAPAS is a UPT (Technical Implementation Unit) in the field of correctional which is an institution or work unit

within the Ministry of Law and Human Rights of the Republic of Indonesia with task of guiding clients until a client can bear the burden/problem and can make own pattern in overcoming the burden of life problems. Guidance in question is done outside the LAPAS or RUTAN. BAPAS Class I in North- East Jakarta has an area coverage consisting of East Jakarta City, North Jakarta City, and the Thousand Islands Administrative City. The North-East Jakarta BAPAS Class I working area includes East Jakarta City, North Jakarta City, and the Thousand Islands Administrative District, all of which consist of 16 (Sixteen) sub-districts and 1 (one) Regency and the area reaches 336.55 Km2. And the population is 4,180,709 people.

Institution as stakeholders of BAPAS Community Counselors

The relationship between the coordination of the duties and functions of the BAPAS Community Counselors starting from the Police, consisted of the Jakarta Regional Police, East Jakarta Regional Police and 10 (ten) Police Offices in North Jakarta Police and 8 (eight) Police Offices in the North Jakarta Police; Prosecutor’s Office, consisting of the DKI Jakarta High Attorney’s Office, East Jakarta District Attorney’s Office and North Jakarta District Attorney Office; The District Court Agency, consisting of the East Jakarta District Court and the North Jakarta District Court; and Correctional Facility, consisting of Cipinang Class I Correctional Facility, Salemba Class IIA Correctional Facility, Jakarta Narcotics Class IIA Correctional Facility, Cipinang Class I Correctional Facility, Detention House of Central Jakarta, East Jakarta Class I Detention House and Correctional Facility in the Tangerang City area.

Case Recapitulation Handled by North-East Jakarta Bapas

Cases that has been handled by North-East Bapas in 2015 and 2016 among others, theft, narcotics, sharp weapons, gambling, etc. This can be seen from the table below:

Based on the Crimes in the East Jakarta Territory 2015

No.	Type of Cases	Sex		Total
		Male	Female	
1.	Beating	22	0	22
2.	Heavy theft	17	0	17
3.	Child protection	17	1	18
4.	Sharp weapons	15	0	15
5.	Narcotics	25	0	25
6.	Theft with violence	16	0	16
7.	Traffic	3	0	3
8.	Gambling	1	0	1
9.	Theft	8	0	8
10.	Persecution	2	0	2
11.	Adultery	2	0	2
12.	Fencing	1	0	1
13.	Blackmail	2	0	2
Amount		131	1	132

Based on the above data, it can be seen that the criminal acts in the East Jakarta Region in 2015 showed that there were 22 cases of crime, theft of 17 cases, 15 child protection, 15 cases of sharp weapons. The most prominent cases in 2015 were 25 cases related to narcotics. The total number of cases handled was 132 cases.

**Based on the Crimes in the North Jakarta Territory 2015**

No.	Type of Cases	Sex		Total
		Male	Female	
1.	Beating and Destruction	1	0	1
2.	Narcotics	27	2	29
3.	Theft with violence	11	0	11
4.	Theft	30	1	31
5.	Blackmail	1	0	1
6.	Child protection	7	1	8
7.	Heavy theft	14	0	14
8.	Beating	14	1	15
9.	Sharp wepons	8	0	8
10.	Embezzlement	1	0	1
11.	Traffic	1	0	1
12.	Prosecution	3	0	3
13.	Rape	1	0	1
Amount		119	5	124

Based on the above data, the North Jakarta Territory's had follow-up 30 cases of theft, 27 cases of narcotics, 14 cases of heavy theft, 14 cases of beatings and others. The number of cases in the northern region is 124 cases.

**Based on the Crimes in the East Jakarta Territory 2016**

No.	Type of Cases	Sex		Total
		Male	Female	
1.	Sharp weapons	10	0	10
2.	Narcotics	17	0	17
3.	Child protection	27	5	32
4.	Child Exploitation	0	4	4
5.	Beating	12	0	12
6.	Theft	44	0	44
7.	Information and Electronic Transaction	5	5	10
8.	Fraud	3	0	3
9.	Persecution	8	0	8
10.	Murder	1	2	3
11.	Consumer Protection	1	0	1
12.	No explanation	1	0	1
Amount		129	16	145

Based on the above data it can be seen that the criminal acts that occurred in 2016 in the East Jakarta included: 44 cases of theft, 27 cases of child protection, 17 cases of narcotics, 8 cases of abuse. When compared to 2015, there was an increase in the number of criminal acts in 2016, namely 145 cases.

Based on the Crimes in the North Jakarta Territory 2016

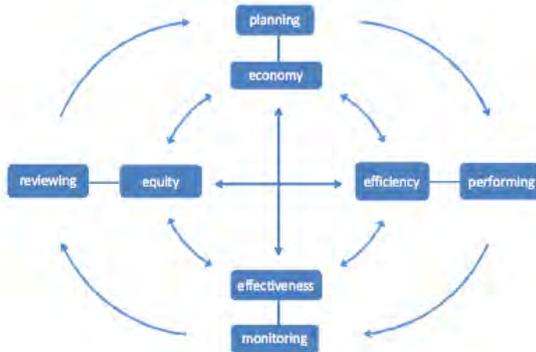
No.	Type of Cases	Sex		Total
		Male	Female	
1.	Narcotics	16	0	16
2.	Theft	71	3	74
3.	Fraud	2	0	2
4.	Blackmail	4	0	4
5.	Persecution	5	1	6
6.	Child Protection	15	2	17
7.	Beating	9	0	9
8.	Murder	1	0	1
9.	Sharp weapons	8	0	8
10.	Violence / Threat by 2 or more person	2	0	2
Jumlah		133	6	139

Based on the above data it can be seen that the criminal acts in the North region in 2016 amounted to 139 cases, in 2015 there were 124 cases, so there was an increase in the number of criminal acts. The most frequent cases were as follows: 71 cases of theft, 16 cases of narcotics, 15 cases of child protection, 9 cases of beatings, etc..

Discussion

This study uses the basis of the Armstrong Performance Management cycle which has been modified as the basis of the analysis. In the performance management cycle according to Armstrong there are a number of stages in the cycle, which are consecutive as follows planning, performing, monitoring dan reviewing kinerja. In this study, the performance management cycle from Armstrong was modified into the performance planning stage, performance performing, performance monitoring, performance evaluation, and performance improvement. The following can be described as the performance management cycle according to Armstrong and also the findings of the field based on the aspects of Armstrong’s performance management stages that have been modified in the form of matrix summary.

Figure 2: Performance Management Cycle



Performance Management Cycle  
Source: modified from Armstrong (2009:17)

Matrix Summary of Performance Management Cycle for Community Counselors at  
Balai Pemasyarakatan of North-East Jakarta

Aspect	Findings
<b>Planning</b>	<ul style="list-style-type: none"> <li>The rationale for the work of the Community Counselor of Balai Pemasyarakatan (PK Bapas) has been clearly stated in Tasks and Functions (TUSI), Employee Work Units (SKP), Organizations of the Ministry of Law and Human Rights and the needs of stakeholders</li> <li>Performance planning has not been well programmed, this is closely related to the absence of PK Bapas independence in the budgeting system, where the need for PK Bapas still depends on the structural officials of Bapas in North-East Jakarta both the budget and facilities and infrastructure. When linked to Bacal's theory of performance planning, which is one stage of performance management, planning will maximize employee performance. The collaboration process occurs between managers and employees, in addition to measuring performance in the current year, and identifying performance barriers (gap performance) in the work environment.</li> <li>Bapas Jakarta Timur-Utara shows that the performance planning process still depends on the Head of Bapas, wherein the policy stage it is the structural authority, while the implementation of work authority is given to PK Bapas and staff so that two-way communication has not occurred between Head of Bapas and PK Bapas DKI Jakarta.</li> <li>The assessment of current year performance has not run optimally when the PK Bapas performance assessment which is the measure is the Employee Work Unit, because performance appraisal is considered successful when the budget and output of activities can run and finish on time and can be accounted for administratively.</li> <li>In Bacal's theory, what is desired is to maximize the performance between PK Bapas and the Head of Bapas, for this reason, intensive communication is needed, not only from the Head of the Subsidiary of the Child Client but also with the Head of Bapas so that there is a positive collaboration with the organization. Two-way can identify performance barriers in the Bapas environment. The performance barriers in question are PK Bapas competency, increased coordination between the DKI Jakarta Correctional Division and the Directorate General of Corrections and the role of leadership in increasing motivation to PK Bapas Jakarta in increasing motivation and competence.</li> <li>Effective communication is communication that successfully achieves goals, impresses, and is able to produce attitude change on two-way communication between PK Bapas and stakeholders</li> </ul>
<b>Performing</b>	<p>The implementation of PK Bapas Jakarta performance in its entirety there are shortcomings and strengths of the implementation of which are, namely:</p> <ol style="list-style-type: none"> <li>Human Resources, until now the PK Bapas HR in terms of quantity is still limited and there are 9 (nine) people with an area of North Jakarta Municipality and Kepulauan Seribu Regency and East Jakarta Municipality</li> <li>The budget for the implementation of PK Bapas activities is still attached to the Subsidiary of the Child Client so that all activities including facilities and infrastructure are still dependent on the Subsidiary of the Child Client;</li> <li>Leadership until now still lacks attention to the Bapas.</li> <li>The involvement in the judicial process against the results of litmas is very much needed in accordance with the mandate of Juvenile Justice System;</li> <li>Laws and regulations are indeed needed at the level of the Minister of Law and Human Rights Regulation to accommodate and foster the PK Bapas in DKI Jakarta;</li> </ol>

	<p>6. Independence, <i>PK Bapas</i> requires independence from a structural basis, so that the budget, facilities, and infrastructure for <i>PK Bapas</i> are available;</p> <p>7. Facilities and infrastructure are still lacking to support <i>PK Bapas</i> performance, one of which is the function of the Head of Section of Child Client room united with the <i>PK Bapas</i> room;</p> <p>8. The quality of <i>litmas</i> results has not been maximally received by stakeholders properly, because the results of <i>litmas</i>, sometimes it has not been used as a basis for Law Enforcement Officers in giving penalties; and</p> <p>9. Consultation, in preparing <i>litmas</i>, <i>PK Bapas</i> should often consult with the Directorate General of Corrections to improve the competency.</p> <p>Apart from the aforementioned shortcomings, there are several advantages in the Jakarta <i>PK Bapas</i> position, among others :</p> <ol style="list-style-type: none"> <li>1. <i>Bapas Jakarta Timur-Utara</i> as a barometer, because it is located in the Capital of the Republic of Indonesia; and</li> <li>2. <i>Litmas</i> results are used as the basis for decision making on judicial processes, especially for children;</li> </ol> <p>The full performance of <i>Bapas Jakarta Timur-Utara</i> performance is closely related to the Armstrong and Baron theories as follows:</p> <ol style="list-style-type: none"> <li>1. Personal employees, related to <i>PK Bapas</i> competencies that must always be developed not only from the Head of <i>Bapas</i> itself but through the Correctional Division and Human Resources Development Agency of Law and Human Rights, motivation should be intensely carried out by the Head of the Correctional Division in developing competencies;</li> <li>2. Leadership is one factor that greatly influences, where policy, coordination, involvement to motivation are actions that must be carried out by the leadership;</li> <li>3. A solid team will be created when there is openness in the organizational system, <i>PK Bapas</i> currently positions itself as a solid Team in <i>Bapas Jakarta Timur-Utara</i>;</li> <li>4. Work system and organizational facilities, the work system is still hampered by the independence of <i>PK Bapas</i> and is still very dependent on the structural Kasse Client in carrying out its duties and functions, while the <i>PK Bapas</i> facility is still minimal, one of which is the lack of availability of workspace;</li> <li>5. The performance of paying attention to the internal and external environment, <i>Bapas</i> has not made a mapping to see the internal and external constraints and challenges, which occur when the <i>PK Bapas</i> activities run according to the schedule and absorption of the budget there are no problems, this can be said to be successful.</li> </ol>
<p><b>Monitoring</b></p>	<ol style="list-style-type: none"> <li>1. The form of monitoring and evaluation at the time of performance is carried out more by the Head of the Subsidiary of the Child Client as the leader who gives direction to <i>PK Bapas</i> activities, the form of monitoring is usually carried out incidentally, because the implementation of the schedule has been determined so that the time. The form of monitoring and evaluation of Community Counselor performance should be carried out by both the Head of <i>Bapas</i> and by the Head of the Division, which refers to Wibowo's opinion regarding work design and organizational culture must be established between the Head of <i>Bapas</i> and <i>PK Bapas</i>. In Wibowo's opinion, it can be explained that the monitoring carried out is not only carried out by the Head of the Subsidiary, but also by the Head of <i>Bapas</i>, Head of the Correctional Division, Head of Regional Office of DKI Jakarta as well as the Directorate General of Penitentiary.</li> <li>2. The absence of a reviewing mechanism for both planning and implementation of overall <i>PK Bapas</i> performance. All of them have been programmed in such a way that the activities run according to a predetermined budget and schedule. Such findings contradict Wibowo's opinion about the need to review performance on everything that has been done before, concerning policy, strategy, planning, and implementation, the success of an organization is determined by how the performance review process is carried out efficiently, consistent system</li> </ol>

	<p>implementation benefit workers and organizations. In this case, the research findings show that <i>Bapas Jakarta Timur-Utara</i> has never conducted a review of the implementation of <i>PK Bapas</i> performance where the intended review should be used to make them work more efficient and more profitable for <i>Bapas</i>.</p> <ol style="list-style-type: none"> <li>3. A review of the strategy for implementing <i>PK Bapas</i> performance is more focused on aspects of their competency improvement, has not yet touched the aspects of success and challenges of their work in the previous year, which are closely related to what must be addressed and others. This is contrary to the University of South California Theory which says that a review consists of an explanation of the position, standards, and expectations, last year's objectives, other documentation during the evaluation period.</li> <li>4. A review of <i>PK Bapas</i> consultations to the Directorate General of Corrections is often carried out to obtain good <i>Litmas</i> results by involving the Team from the Correctional Directorate at each <i>litmas</i> activity, also involving academics in the Team, this is to increase the results of <i>litmas</i> that will be given to Law Enforcement Officers to be followed up, in addition, to increase <i>PK Bapas</i> competency. This activity has been carried out by <i>PK Bapas</i> and has been in accordance with Wibowo's theory of performance review or reviewing everything that has been done before, both concerning policy, strategy, planning and implementation, the success of the organization is determined by how the review process is carried out efficiently, the application of a system that consistently benefits workers and organizations.</li> <li>5. Review of <i>PK Bapas</i> Human Resources is a joint responsibility of the Head of <i>Bapas</i>, the Correctional Division and the Directorate General of Penitentiary to improve <i>PK Bapas</i> competencies, one of which is by adding Training by Human Resources of Law and Human Rights. The addition of the number of <i>PK Bapas</i> represents a minimum of 3 people per DKI Jakarta area. HR review is related to Ken Lawson's theory of performance review, namely performance improvement, where the drafters of legislation need to know how well they are currently carrying out their responsibilities before they can be motivated to improve their areas of weakness or build further good work. This also makes <i>PK Bapas</i> face any performance problems.</li> <li>6. A review of the monitoring and evaluation system for the implementation of Community Counselor performance is carried out only by the Head of the Subsidiary of the Child Client. In the future so that the involvement of the Head of Community Counselor, Head of Correctional Division and Head of Regional Office of the Ministry of Law and Human Rights, as well as the Directorate General of Corrections in this matter, is absolutely necessary.</li> </ol>
<b>Evaluating</b>	<ol style="list-style-type: none"> <li>1. <i>PK Bapas</i> performance evaluation is carried out starting from the stages of planning, implementation, feedback, work review, assessment of Jakarta's <i>Bapas</i> work which includes: budgeting, engagement, career guidance systems, increasing competence, making MoU with stakeholders, internal and external coordination, facilities and infrastructure, achievements/results of <i>litmas</i> that have not been maximally received by stakeholders and others</li> <li>2. Performance evaluation is a task and function of <i>Bapas</i> that is carried out regularly on planning, implementation, feedback, review, work evaluation of <i>PK Bapas</i> including knowing whether <i>litmas</i> results are used by stakeholders properly.</li> </ol>
<b>Improving</b>	<ol style="list-style-type: none"> <li>1. In terms of planning that needs to be improved is supervision of <i>litmas</i>, because the basis of supervision must be court determination, as long as it does not exist, then <i>PK Bapas</i> actually cannot do anything, it seems that the case is related to diversion, for example <i>PK Bapas</i> carries out supervision on the results of diversion, even though there has been no verdict from the court (yet), but <i>PK Bapas</i> continues to implement it, and uses <i>BAP</i> from the police as a base for use of diversion, because if waiting from the court it will not go down and down. Based on data from <i>Bapas Jakarta Timur-Utara</i>, around 80% of diversion of children, there are only 7 (seven)</li> </ol>

	<p>diversion assignments, because if there is no stipulation, the determination made by the Community Counselor is considered to be a failure and is considered not to be diversified.</p> <ol style="list-style-type: none"><li>2. Other improvements that need to be made are in terms of leadership and managerial skills that must be owned and applied by the Head of the Regional Office of the Ministry of Law and Human Rights to always pay attention and monitor <i>PK Bapas</i> activities, not only by looking at or based on <i>SKP</i> only.</li><li>3. In the future the coordination carried out by <i>PK Bapas</i> needs to be accommodated by the National Budget, this is related to the interests of child clients such as access to the police, prosecutors, courts, as well as if there are people looking for data, therefore one of the solutions offered is that <i>PK Bapas</i> budgeting is independent and is not attached to the Subsidiary of the Child Client.</li><li>4. In connection with facilities and infrastructure, additional work space is needed for Community Counselor, besides that, it is necessary to add and rejuvenate operational vehicles to support their activities which are currently felt to be lacking. Another thing also concerns the provision of transport to provide assistance.</li><li>5. In terms of implementation of performance, the things that need to be improved in the future are: addition of Human Resources <i>PK Bapas</i>, given the wide coverage area of East Jakarta, North Jakarta and Kepulauan Seribu Regency, and legislation is indeed required at the Ministerial Regulation to accommodate and foster the <i>PK Bapas</i> in the Regional Office.</li><li>6. In terms of performance monitoring, the things needed to improve performance in the future include: performance indicators so as not to only refer to <i>SKP</i>, but there are performance targets that are charged including their achievements and <i>PK Bapas</i> performance monitoring should be carried out by institutions in stages starting Directorate General of Corrections, Regional Offices, Correctional Division, until <i>Bapas</i> monitors the outputs and outcomes produced by Community Counselors.</li><li>7. The need for evaluations for performance improvement is to measure or see the quality of the results of <i>litmas</i> from <i>PK Bapas</i>, besides that the Strategic Plan Making is needed to determine the success in conducting community research 5 (five) to 10 (ten) years ahead.</li></ol>
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**Table of Field Obstacle Findings and Offered Solutions in 8 Areas of Changes in Bureaucratic Reform related to Community Counselors at the *Balai Pemasarakatan* Jakarta Timur-Utara**

No	Area	Obstacle Findings	Solutions
1	<b>Legislation</b>	The strategic function of PK Bapas in accordance with the mandate of the Juvenile Justice Law and the Child Criminal Justice System Law does not have an adequate technical legal umbrella yet.	<ul style="list-style-type: none"> <li>- Establishment of Government Regulation as the Implementation of the Juvenile Justice System Law;</li> <li>- Establishment of <i>Permenkumham</i> and/or other rules regarding <i>PK Bapas</i></li> </ul>
2	<b>Organization</b>	Organizational governance at the <i>Balai Pemasarakatan</i> is specifically related to the position of <i>PK Bapas</i> which is not yet right where the tasks and functions of <i>PK Bapas</i> are still inherent under the Head of the Child Client Sub-Sector which should be independent.	<ul style="list-style-type: none"> <li>- The need for the implementation of the rightsizing organization at the <i>Balai Pemasarakatan</i>, specifically to accommodate the needs of <i>PK Bapas</i> in terms of activities, budgets, and facilities and infrastructure;</li> <li>- The need for the functional form of a <i>PK Bapas</i> position group based on independence needs and for the effectiveness and efficiency of the tasks and functions of the community supervisor.</li> </ul>
3	<b>Management</b>	The lack of management of the <i>Bapas</i> Community Counselor is due to the existence of a relatively new <i>PK Bapas</i> so it must be encouraged to be better able to assist stakeholders, for this reason, a regulatory mechanism for matters related to the rule of law enforcement officers in litmas has been made as consideration for them in taking policy.	<ul style="list-style-type: none"> <li>- The HR development program should be carefully prepared and based on scientific methods and guided by the skills needed by <i>PK Bapas</i> now and in the future. Development must aim to improve the technical, theoretical, conceptual and moral capabilities of human resources so that their work performance is good and achieve optimal results, every human resource in <i>Bapas</i> is required to work effectively, efficiently, quality and quantity of work is good so that the competitiveness of <i>PK Bapas</i> is better. This development is carried out for non-career and career goals for HR through education and training.</li> </ul>
4	<b>Human Resources</b>	The limited number of <i>Bapas</i> Community Counselors and their capacities/competencies;	<ul style="list-style-type: none"> <li>- Addition of <i>PK Bapas</i> numbers adjusted to the load and scope of work area;</li> <li>- Continuously increasing the capacity/competence of <i>PK Bapas</i> through a variety of Workshop / Seminars;</li> <li>- Improving the quality of community research results through increasing <i>PK Bapas</i> competency.</li> </ul>

5	<b>Supervision</b>	The function of <i>PK Bapas</i> Supervision hasn't been optimal.	<ul style="list-style-type: none"> <li>- Increased intensity of supervision periodically (at least once a month) by competent parties;</li> <li>- Regular monitoring and evaluation of community research activities and achievements;</li> <li>- Making a Strategic Plan (<i>Renstra</i>) for short, medium and long term Community Research. The existence of the Strategic Plan becomes important both as a guide and as a benchmark for achieving social research</li> </ul>
6	<b>Accountability</b>	Accountability for <i>PK Bapas</i> budgeting is not optimal yet.	<ul style="list-style-type: none"> <li>- Budget transparency for <i>PK Bapas</i> as a form of implementation of Law Number 14 of 2008 concerning Public Information transparency and Law Number 25 of 2009 concerning Public Service Standards is needed for better performance implementation because so far the <i>PK Bapas</i> budget is still attached to the Sub-Sector Child Clients.</li> </ul>
7	<b>Public Service</b>	The quality and usability of the results of <i>PK Bapas</i> community research are still not optimal	<ul style="list-style-type: none"> <li>- Optimizing the role of <i>PK Bapas</i> as a part of improving public services for Law Enforcement Officers, by making a good analysis of community research, so that consideration can be taken in the judicial process.</li> </ul>
8	<b>Changes in Mindset and Culture Set</b>	generally related to the <i>PK Bapas</i> mindset and culture set so far which has not been well developed.	<ul style="list-style-type: none"> <li>- Changes in mindset and culture set must begin with the <i>PK Bapas</i> to increase capacity and competency as community counselors, so that they can be fully utilized by stakeholders, thus creating trust from Law Enforcement Officers</li> <li>- Reorientation of <i>PK Bapas</i>'s mindset and culture set is focused on aspects of community service;</li> </ul>

## Conclusions and recommendations

### Conclusions

The focus of performance management and the basic principles of performance management carried out by Bapas on PK Bapas are 1. Two-way communication between the Head of Bapas Jakarta Timur-Utara and PK Bapas, so collaboration is established to know each other about research community; 2. Development of PK Bapas competencies, among others, by frequently participating in seminars or training conducted by both the Human Resources Development Agency of Law and Human Rights and seminars from outside the institutions related to the preparation of community research, in addition to PK Bapas Education and Training not only carried out at the basic level at a higher level; 3. Aspects of leadership in this matter are very important for the Head of Bapas to motivate PK Bapas

in self-development, capacity building and competence; and 4. Engagement between stakeholders in this matter among Law Enforcement Officers (APH) to introduce and involve PK Bapas in the making of Litmas; Conclusions from the sub-focus of this study are performance planning, performance implementation, performance monitoring, performance evaluation, and performance improvement are as follows:

1. Planning for Bapas Jakarta Timur-Utara performance has not been maximized in the roadmap on PK Bapas which has not been loaded in Bapas policy, the parties involved in performance planning, indicators of success in performance planning, performance planning strategies and PK Bapas HR include supporting infrastructure; (not yet accompanied by reasons why it's not maximal)
2. The implementation of the Bapas Jakarta Timur-Utara performance includes HR, budget, leadership, involvement, legislation, PK Bapas independence, infrastructure, quality, and consultation at the time of performance;
3. Monitoring the performance of Bapas Jakarta Timur-Utara, namely a review of the implementation of the PK Bapas performance, namely: HR, budget, leadership, involvement, legislation, independence, facilities, quality and consultation, because the success of the program depends on the completion of the substance and absorption of the budget conducted regularly;
4. PK Bapas performance evaluation carried out starting from planning, implementation, performance review, including PK Bapas budgeting system, involvement, career guidance system, increasing PK Bapas competency, making MoU, coordination, facilities, and infrastructure, litmas results that have not been received optimally. by stakeholders and others;
5. The improved performance carried out from planning, implementing, monitoring, and evaluating each stage includes HR, leadership, managerial, coordination, budgeting systems, monitoring, and strategic planning in supporting PK Bapas activities.

### Recommendations

Recommendations on the focus of performance management and the basic principles of performance management from this research are addressed to Bapas and Law Enforcement Officers, namely: first, the need for communication of 2 (two) directions for Head of Bapas Jakarta Timur-Utara; second, the need to develop PK Bapas competencies, among others, by frequently participating in seminars conducted both internally Human Re-

sources Development Agency of Law and Human Rights as well as from other institutions and the need for strong leadership to motivate PK Bapas to further develop themselves for increased competence.

Recommendations on the research sub-focus of performance planning, performance implementation, performance review, performance evaluation, and performance improvement are addressed to the Correctional Center, Correctional Division, DKI Jakarta Law and Human Rights Regional Office as follows:

1. Performance planning should be done well by conducting two-way communication between Bapas and Law Enforcement Officers so that the output desired by stakeholders is achieved;
2. The performance should pay more attention to the needs of PK Bapas regarding facilities and infrastructure in which special rooms for PK Bapas are needed, as well as internet facilities, as increasing PK Bapas competencies, in addition, coordination in making social research is also a matter of concern;
3. Performance monitoring should always be carried out by the Correctional Division carried out not only by the Head of the Child Client Sub-Sector, but also by the Head of Balai Pemasyarakatan, Head of Correctional Division, Head of DKI Law and Human Rights Regional Office and also by the Directorate General of Corrections and stakeholders to see whether the results of social studies conducted by PK Bapas are good or not;
4. Performance evaluation aims to determine the level of success of PK Bapas work, the leadership role of the Head of Bapas and stakeholders to evaluate the performance of PK Bapas at least once a month by referring to 8 (eight) areas of change outlined by the Ministry of Law and Human Rights;
5. Improved future performance requires the involvement of Law Enforcement Officers in including PK Bapas so that its competence increases along with the increasing experience and the need for hard work in the Jakarta Office of the Ministry of Law and Human Rights Division of Correctional Services and the Directorate General of Corrections in realizing good performance management for PK Bapas needed HR, coordination, leadership, budgeting system, and increasing PK Bapas competency.

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Revista de Ciencias Humanas y Sociales

Año 35, Especial N° 19, 2019

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.  
Maracaibo - Venezuela

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