

## ROLE OF LEADERSHIP IN OVERCOMING LIMITATIONS OF OPERATIONAL FUNDS IN THE CORRECTIONAL INSTITUTIONS

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**Abstract:** The number of riots that occur in Correctional Institutions on average is caused by the problem of fulfilling basic rights that are still lacking such as the right to get proper food. This can occur due to operational budget limitations in correctional institutions. In this case, the role of Top Manager in the Correctional Institution is needed about the strategy so that the foodservice delivery program for inmates can run well. This study aims to analyze how the strategy in overcoming the problem of limited operational funds is an obstacle to the operation of the core business prison so that services provided to prisoners can run effectively and efficiently. This study used descriptive qualitative method. Primary data obtained through interviews with informants from the correctional institutions and stakeholders and secondary data obtained from the literature in the form of documents and data from organizations about the budget. The results of the analysis of this study revealed that the Penitentiary has not been able to optimally use existing resources to overcome the limitations of these funds, it requires massive coordination for stakeholders related to the government and the private sector.

**Keywords:** Leadership, Strategy, Operational Funds, Penitentiary

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### INTRODUCTION

In an organization, the role of a leader is very important because the existence of leadership is one of the spearheads of success in the organization. One of the tasks of the leader is to be able to manage a conflict that is in the organization he leads so that it can be resolved effectively and efficiently (Kazeem, 2014). A leader is a person who has the authority in making decisions to achieve the goals or objectives of the organization and also a leader in charge of directing, organizing, coordinating, and overseeing the work carried out by the people they lead. In an organization, a leader is expected to have competence following the tasks and functions of the organization. These competencies include conceptual, managerial, technical, and communication skills. This capability must be possessed by a leader in all types of organizations, both private and

public (Martin vaculik & Jakub prochazka, 2011).

Correctional facilities as one of the public organizations that carry out the functions of prisoner care, guiding prisoners, correcting prison clients and management of confiscated goods and state booty (Departement Direktorat Jenderal Hukum dan Kehakiman RI., 1995), of course, must have a top manager who has reliable competence in the field of correctional services to be able to accommodate the core business carried out by correctional.

The implementation of services carried out by correctional facilities often found several problems that can inhibit the operation of the correctional core business. It takes the right policymaking and the best solution made by the leadership (Kumar & Dutt, 2019) of Penitentiary in overcoming existing obstacles.

**Table 1. Data on Prison and Detention Riots in the Last 5 Years**

Correctional Institution Riots	Causes of riots
Sinabung Prison (2016)	Indications of Extortion by Officers
Bengkulu Detention Center (2016)	Lack of Clean Water
Banceuy Prison (2016)	Violence by Officials and Inadequate Food
Bent Cross Prison, Riau (2018)	Food and Clean Water is Not Eligible
Lark Narcotics Prison (2019)	Indications of extortion and basic rights that are not served
Kabanjahe Detention Center (2020)	Narcotics and Sarpras circulation which is not appropriate

Source: Directorate General of Corrections (2020)

The number of riots that have befallen Correctional Institutions in recent years has been caused by sub-optimal services. The services referred to include the granting of basic rights in the form of decent food, health services, supporting facilities, and infrastructure. The lack of maximum services provided by the Penitentiary is due to the limited operational funds owned by Penitentiary (Hartung & Floch, 1956).

It is hoped that through this research it can become a reference in making policies carried out by Top Managers at Penitentiaries. Through appropriate policy-making and good coordination with the Directorate General of Corrections and stakeholders that can support, a top manager in the Penitentiary can find the best solution in overcoming the limited problems and the lack of operational funds at the Penitentiary.

This study aims to analyze how the strategy in overcoming the problem of limited operational funds is an obstacle to the operation of the core business prison so that services provided to prisoners can run effectively and efficiently.

### METHODS

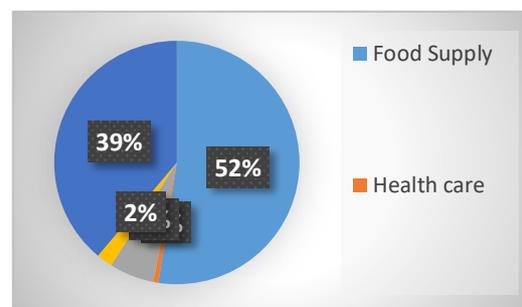
This research uses descriptive qualitative research methods. By using literature studies from various data sources. According to Creswell qualitative research with the characteristics of inductive and deductive data analysis. Data obtained from studying documents about strategies to overcome budget

constraints, legislation, research and related articles, and interviews with sources (Creswell, 2016).

### RESULTS AND DISCUSSION

#### Less Budget

The budget is an important instrument in carrying out the duties and functions of Penitentiaries. Current conditions, many Penitentiaries are constrained by the limited budget available so that the services provided are less than optimal. Of course, this affects the level of satisfaction felt by prisoners and the public as recipients of services from correctional facilities.



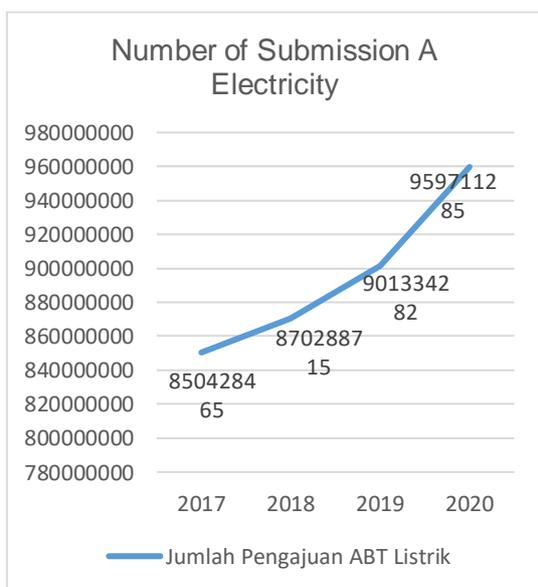
**Figure 1. Percentage of Budget Allocation in Tangerang Class I Prison in 2020**

Source: Tangerang Class I Penitentiary Finance Subdivision (2020)

The lack of services provided is due to the lack of operational funds in Penitentiary. Based on the diagram above, most of the budget in Penitentiary is allocated for the procurement of prisoners' food and employee expenditure. From these data, it can also be seen that the budget allocated for training activities in

Penitentiary is still minimal. Of the Tangerang Penitentiary budget, which amounted to Rp 39,235,562,000 in 2020, only around 2% or Rp 862,200,000 was budgeted for the fostering program at the Penitentiary. Of course, with such a budget, it is considered not ideal considering a large number of prisoners. The budget that is less than the maximum results in constraints in the implementation of the training program, both the personality development program and the independence development program. This is very ironic considering coaching is a core business of correctional. An appropriate policy is needed to address this phenomenon.

**Tabel 2. Number of Submission of 2017-2020 Additional Electricity Budget**



Number of Submission A Electricity

Source: Tangerang Class I Penitentiary Finance Subdivision (2020)

Based on the graph above, there is a significant increase in the number of budget submissions for electricity surcharges, which has always increased significantly every year for the past 4 years. In 2017 the Tangerang Penitentiary submitted an additional Rp. 850,428,465. Then in 2018, an increase in the proposed additional budget will be

Rp. 870,288,715. The increase also occurred in 2019 and 2020, the latest data obtained by researchers show that the submission of an additional budget is almost touching the 1 billion Rupiah. This shows that the annual budget is always experiencing shortages.

**The urgency in Preparing the Budget Management Strategy Constraints in Budget Management in Penitentiary**

The number of correctional institutions is constrained by the budget, so it needs a strategy of managing obstacles in overcoming the budget management in Penitentiary, several obstacles include first, the limitation of the prison's food budget in which the prisoners' food budget is based on the results of a prisoner meal cost study in Tangerang Class Penitentiary on Tangerang in 2019 amounted to 38 billion rupiahs with several prisoners of 2400 people, while the costs required for the cost of food for prisoners in one year is 39 billion rupiahs. This, the way to overcome these deficiencies is that top managers must be able to take strategic steps in overcoming the problem by submitting an Additional Expenditure Budget or cooperating in self-management with Penitentiary cooperatives so that available funds can meet the prisoners' meal budgets, then top managers can take steps to distribute prisoners selectively go to other Correctional Institutions to reduce the prisoner's food budget. The next strategy is by submitting budget grants between work units with the same regional office. The second problem, related to the health care of prisoners, in which data on sick prisoners in 2019 are:

**Table 3. Data on Number of Inmates Sick at Tangerang Class I Penitentiary on March 11, 2020**

No.	Year	Total Inmates Sick
1.	2015	203 people
2.	2016	193 people
3.	2017	324 people
4.	2018	351 people
5.	2019	654 people
6.	2020	131 people

Source: Tangerang Class I Prison Care Section (2020)

Analysis of the data from the graph states that the high number of sick prisoners in Penitentiary. Responding to this phenomenon, surely a top manager must have the courage to decide to cooperate with the government in accommodating the recovery of prisoners' health. Furthermore, by way of collaboration with the local hospital and private foundations that overshadow health issues. And the last problem is the limited facilities and infrastructure in correctional institutions, the limited budget for the use of electricity with the imbalance between the number of residents who use electricity resources with the available budget requires top managers to coordinate with relevant stakeholders to meet the shortcomings of existing facilities including water and electricity.

### Role of Leadership

In an organization, the role of a leader becomes very vital for the organization (Fazrien, 2014). The progress of an organization is determined by the leader who leads the organization. The achievement of organizational goals cannot be separated from the role of the leader. According to Stoner and Mintzberg, leadership is part of the management sub-system, which is a management system a leader has four important roles namely (Akingbemisilu, 2018):

1. The role of seeking and providing information.  
 Information is very vital in determining whether or not the

organization is of good quality, which means that the dissemination of information must be designed so that the information reaches the intended communicant and provides the expected benefits (Bruno, 2019). A top manager in a penitentiary must be able to carry out good consulting to the internal environment of the organization and outside the organization properly, to create a good organizational culture as well.

2. The role of influencing others.  
 Leadership is the process by which individual influences a group of individuals to achieve a goal. To be an effective leader, a top manager in a correctional institution must be able to influence all employees and correctional citizens he dreams of through positive ways to achieve organizational goals (Usman, 2007).
3. The role of building relationships.  
 The role of leadership is defined as the process of giving direction and influence on activities related to the task of a group of its members. A leader in a penitentiary must also bring positive energy based on sincerity in dealing with existing problems. So that can build good relations between officers, prisoners, and stakeholders include in.
4. The role of making a decision.  
 The leader plays a major role in the decision-making process. Because of its formal authority and position as the nerve center of the organization, only a top manager can make strategic decisions (Sari, 2018).

In addressing the lack of operational budgets in correctional institutions, the most emphasized role of leaders in the role of building relationships and decision making. The role of the leader in building

relationships will facilitate coordination both internally and externally to relevant stakeholders. The role of stakeholders is very important in supporting the implementation of the duties and functions of correctional services. Of course, correctional facilities also attract the government and the private sector as one of the steps to overcome the limitations of penitentiary operational funds.

The head of the penitentiary as the top manager has a crucial role because in tackling the lack of operational funds, he must have several strategies to resolve the problem. From the results of interviews conducted by researchers to the head of the penitentiary, the researcher can conclude that there are several strategies in overcoming the lack of operational funds of the penitentiary, the strategies include :

1. Submission of an additional budget.

Submission of the additional aid budget is done by the Head of Penitentiary through a budget revision submission to the Regional Office (Kim & Park, 2006), then the regional office submits the budget revision to the Secretariat General where the Secretariat General will review the amount of budget owned by Ministry of Law and Human Right if there is an insufficient budget the Secretariat General will directly disburse funds to the work unit who experienced a lack of budget. If the amount of the budget owned is not sufficient, the General Secretariat will submit an additional budget to the Ministry of Finance.

2. Work Unit Conducts Debt with Foodstuffs Provider (auction winner)

The head of the correctional institution may submit a loan application to a third party as a food supplier with a clause paid in the following year's budgeting. But this strategy has several

obstacles, namely where the auction of food ingredients providers always changes every year. This, of course, will cause difficulties in paying food debt to prison providers to foodservice providers.

3. Grant Funds among Correctional Work Units

Another strategy undertaken by the Head of Penal Institution is to request funding grants between correctional work units that are in the same regional office. When there is a budget deficit, the head of the penitentiary will submit a shortage of funds to the regional office. Furthermore, the regional office will look for funds to work units that have a budget surplus. The excess budget from the work unit will be distributed to work units that have a budget deficit.

4. Transferring Prisoners to Reduce Occupancy Rates

The level of occupancy will affect the amount of food that must be provided by the prison. The more inmates there will be linear with the amount of food budget that needs to be prepared by the correctional institution. In this case, the head of the penitentiary can take a strategy by transferring prisoners to other correctional institutions whose occupancy is in the normal category. This transfer aims to reduce occupancy rates to reduce the food budget that must be provided by correctional institutions.

5. Proposing Cooperation with Stakeholders

The percentage of the budget towards the implementation of the training program is still considered very minimal. This is because the prison's operational budget is mostly spent on employee salary expenditure and food purchases. Of course, in dealing with this problem, usually, the head of the penitentiary will collaborate with

relevant stakeholders, both the government and the private sector, to be able to assist and get involved in prisoner training programs. For example, in Tangerang Class I Correctional Institutions there is personality development in the field of spirituality, the penitentiary cooperates with several pesantren and church foundations in terms of worship for fostered residents. The correctional institution also cooperates with the Regional Hospital in this case the Tangerang City Regional General Hospital to serve prisoners who are experiencing pain. The penitentiary also collaborates with the local City Vocational Training Center and the City Government to improve skills by training inmates in the field of skills. Of course, with the help of stakeholders, the lack of operational funds in the training program can be handled properly.

### CONCLUSION

The role of a leader in decision making, Top managers must be able to make the right decisions and find the best solutions to overcome existing problems. The issue of penitentiary operational funds has been one of the factors causing the inadequacy of services in correctional institutions so that the best strategy is needed in determining appropriate policy-making in overcoming the lack of operational funds. The role of leaders that must be strengthened in policymaking is related to the lack of operational funds, namely the role of seeking and providing information, the role of influencing others, the role of building relationships and the role of making decisions.

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