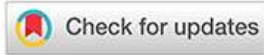


## STRATEGIES TO IMPROVE THE QUALITY OF VISITATION SERVICES IN CLASS IIB GUNUNGSITOLI PRISON



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### ABSTRACT

*This article discusses the strategy for improving the quality of visiting services at the Gunungsitoli Class IIB Correctional Institution. Visiting services are the right of prisoners, but in fulfilling them, there are still things that make people less satisfied, such as officer behavior, infrastructure, long service times, and procedures that are not yet understood. This research uses a qualitative method with a case study approach, where data is collected through interviews, observation, and documentation. This research uses the NVIVO 14 tool, which involves data, data processing, use of search commands, frequency calculations, and further analysis. The analysis was conducted using service quality improvement strategies, namely structure development strategies, development strategies and simplification of procedure systems, infrastructure development strategies, culture and culture development strategies, and entrepreneurship development strategies. The results of the study indicate that it is necessary to develop in the visiting service section both infrastructure, such as chairs and technological tools; creativity and service innovation; the behavior or attitude of officers in providing services; simplifying the procedure system; and training that should be followed by officers to improve the services provided because then service delivery will be better and more developed.*

**Keywords:** Visiting Service; Behavior; Infrastructure; Long Service Times; Procedures



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## INTRODUCTION

Public service is a series of government activities aimed at meeting the needs of easy and useful services for the community based on the laws and regulations that apply to every community, whether it is goods in the form of, provision of services, and administrative services provided by the government. Good public services, satisfying the community and quality are an obligation for every government apparatus, some general principles in public services involve openness, accountability, responsiveness, effectiveness and efficiency. In Law No. 25 of 2009 concerning Public Services states that public service providers are government agencies. The government agencies in question are work groups consisting of ministries, departments or institutions located at the regional centre to local governments and also include state-owned enterprises and regionally-owned enterprises.

The correctional institution or known as Lapas is a place where prisoners undergo a criminal period where they will get coaching. The process of coaching inmates is carried out in the Correctional Institution which is organized with the aim of improving the quality of independence and personality of prisoners. Apart from fostering prisoners, one of the functions of the correctional institution is service. Public services provided by the correctional institution focus on two subjects, namely prisoners and the outside community outside the correctional institution. Public services provided by the penitentiary are non-profit public services and are oriented towards excellent service to the community. The rights of prisoners have been regulated in Law No. 22 of 2022 concerning Corrections in articles 9 and 10.

One of the public services provided by correctional institutions is the Visiting service. Prisoners get the right to be visited by family, legal counsel, or certain other people. In accordance with the instructions of Law No. 22 of 2022 concerning Corrections. The benefits that can be obtained by prisoners when visited by their families, the benefits include getting souvenirs (food or drinks) from their families who carry out visits to them, suppressing the psychological burden of the impact of loss of independence, growing a sense of self-confidence that they are able to undergo the applicable legal process and a sense of self-esteem of prisoners, and knowing the state and situation of the outside world, both their families and other communities (Sutra, 2020). In providing services to prisoners in correctional institutions, it has been regulated that every public service provided has regulated procedures and procedures in the Decree of the Director General of Corrections No. PAS-36.OT.02.02 of 2020 starting from the mechanical system, procedures, time to the infrastructure provided to perform public services.

In Law No. 25 of 2009 concerning Public Services, service standards include at least, service procedures in public services refer to a series of steps or actions that must be carried out by public service implementers in providing services to the community. Service time is important in being efficient and certain for the community. Cost is the price to be paid or the rate applied. Service products are services received by the community, adequate facilities and infrastructure or support the implementation of services and the ability of service providers, namely the ability of public services based on their abilities, insights, skills, competencies and behavior.

Public services that meet service standards can be said to be good or quality, quality public services are closely related to excellent service. Because both aim to meet the expectations and expectations of consumers. Services received by consumers are better than similar services offered by providing actions and deeds that are more than those that exist are excellent services (Rivai et., al., 2019; Subiyantoro et al. 2023). This opinion is in line with Maddy's opinion (Maddy 2009; Rachman 2021). Services that meet

expectations and needs are the best services, which means that excellent service is carried out by meeting standards with services that are in accordance with community expectations and satisfaction. Good or quality public services are achieved if service standards are met with excellent service so that community satisfaction will be fulfilled.

Excellent service according to Barata (2003), the concept of excellent service, namely: a. Attitude; actions displayed by public servants both attitudes, politeness in dealing with the community, b. Attention; empathy of public servants towards the wishes and desires of the community, c. Action; real actions given in providing services to the community, d. Ability; skills possessed to support service activities, e. Appearance; looks physical and non-physical that can reflect the ability and credibility of the officer, f. Responsibility; behavior that cares about community satisfaction so as to minimize feelings of community dissatisfaction.

There are several public complaints that often occur at the Gunungsitoli class IIB correctional institution. The service time provided is relatively long to serve one family of prisoners who want to visit takes more than 10 minutes. That does not include the time of the search process. This is caused by several factors, among others, the queuing is done manually, then recording and data collection is usually done manually and online, before the data is online in the SDP (data base system). Visitor data will be recorded manually using handwriting into a book that has been prepared. The shortage of officers is also one of the inhibiting factors in providing services, the officers who record the data also serve those who want to deposit goods as well, so sometimes the queue and waiting time are getting longer.

Some visitors who are first-time visitors still do not understand the flow and procedures of the visit service so that they sometimes do not meet the requirements for making visits. Then when viewed from the actual infrastructure facilities there are still many obstacles that often occur among them, a small queue room so that many families of prisoners often wait outside the room or sit in the existing garden. Then other facilities such as the search room are still functional expert rooms, both female searches and male searches carried out at the Main Security Door (P2U). In addition, the existing visit room is relatively narrow, when there is a buildup or surge of visitors, the visit room that has been provided will be full so that visitors will queue to make a visit or visit in rotation waiting for the previous visit to finish carrying out its visit. Apart from the above complaints based on the results of the author's observations, the complaint service at the Gunungsitoli class IIB Penitentiary is still not running.

This is reinforced by several complaints and complaints from users of visiting services, especially families of prisoners from outside. Complaints are made directly to other officers. There are several complaints conveyed by the community regarding this visiting service, but in handling and overcoming this complaint problem, no recording or data collection is carried out because usually the complaints are resolved directly by mediating and listening to the complaints of the people who submit complaints so that the complaints made by them can be resolved as quickly as possible. And then as little as possible educate the public so that in the future the public understands the situation experienced by the Gunungsitoli Class IIB Correctional Institution.

## **LITERATURE REVIEW**

Buntuang's (2020) research was conducted at the Surabaya Class I Penitentiary with the aim of assessing the quality of visiting services based on Information Technology, as well as identifying the challenges faced in providing quality services, especially those based

on the correctional database system. In providing visitation services at the Surabaya Class I Penitentiary, it is almost said to be maximized and qualified, but there are still obstacles and challenges in providing quality and maximum service. Especially in the Assurance dimension, where on several occasions the prisoners were still not satisfied with the actions and behavior conveyed by the officers when they wanted to provide services which they felt were still less friendly. Apart from the officer dimension, the other side that is very lacking is the infrastructure that supports the running of services, which has an impact on the level of community satisfaction. In addition, the lack of officers also hinders the provision of fast and efficient services, which makes the efficiency of service time less than optimal.

Research by Riani (2021) revealed that civil servants must possess integrity, be professional, neutral, and free from corruption. The problem that often occurs in government public services is the mindset problem of public service officers. This is in line with the recommendation of the President of the Republic of Indonesia Joko Widodo, through other related ministries and institutions to carry out a mental revolution movement. In his research, he stated that in the implementation of training activities at BPSDM Bali Province, there were still many complaints submitted by training alumni participants. Facilities and infrastructure, food menus, projectors, teaching materials lack implementation, report preparation has no standardized standards, coordination still needs improvement, Wi-Fi services are lacking, health facilities, and service infrastructure facilities are still being improved.

Furqoni (2020) finds strategies to improve public service quality. This research focuses on the implementation of e-KTP services, which provide services to the community is a government obligation that must be fulfilled for the community, including the implementation of e-KTP. The implementation is still not optimal, as this is due to the community's unwillingness to come to the office to carry out data recording activities, coupled with the lack of information conveyed to the public regarding e-KTP. In addition, there is a lack of public knowledge regarding the benefits and uses of e-KTP, as well as the process and procedures for making it. Although socialization has been carried out, it is still considered to have less impact in increasing public interest. that's why it is necessary to improve the quality of public services.

Research by Ishlahah and Oktariyanda (2022) found that making a driver's license is often felt and considered that in its implementation, there are often opportunities for officers to play games behind the procedure. This is triggered because the community thinks that in the processing process the procedure is complicated and complicated which is caused by many things that must be prepared, such as administration and practical and written tests. In addition, complaints about long queues and perceived long services make people choose the back way. Therefore, the Indonesian republic police issued the SINAR application to simplify the procedures for managing and extending SIM which aims to improve service strategies.

Mianggi (2022) conducted research at Bangli Class IIB Detention Center to analyse the quality of service and the obstacles or challenges faced in providing online visit services at Bangli Class IIB Detention Centre. In providing visit services that take place online, it can be said that it has implemented good and quality services that are measured by service quality, where physical, reliability, responsiveness, assurance, empathy. It has been done and carried out well so that it can be concluded that the visit service is of high quality. However, in the implementation there are still several obstacles, such as no maintenance funds so that renovations related to existing facilities are constrained.

Simarmata and Sutrisno's (2022) research find out the strategy in improving the quality of services in the Rawalumbu sub-district. As for some problems found, there are still weak supervision of public service employees which results in a lack of professionalism and integrity of employees in carrying out and carrying out their responsibilities and duties so that the services provided are not optimal, besides that there are still unscrupulous employees who provide money-oriented services, which means hoping to be bribed to provide fast service. Coupled with the use of information technology is not yet optimal in accordance with the objectives of using information technology, which service time is not as promised. And the use of technology in its implementation also needs to be done for offline services.

## **METHOD**

In this study, the authors used case study qualitative research. Qualitative research is a way to understand and explore the meaning, which according to some people or someone, is considered to originate from humanitarian or social problems (Creswell, 2016). The author uses case studies because the researcher feels that using this method can provide a whole to the phenomenon of visiting services that occur in class IIB Gunungsitoli prison. Data processing in this study used NVIVO 14. This application is software designed in such a way that it aims to manage, analyze, and understand complex data from various sources, including text, audio, video, and images used for qualitative data analysis.

## **RESULTS AND DISCUSSION**

Gunungsitoli class IIB correctional institution is one of 2 correctional institutions located on the Nias islands. Institutions that have public service duties certainly need to provide good and maximum service, which is a necessity and responsibility of government agencies. In the implementation of public services in Law No. 25 of 2009 concerning Public Services in public services must have the principles of effectiveness, efficiency, transparency, accountability, sustainability, and non-discrimination. Of course, as a government agency that provides public services, there needs to be an effort to improve the quality of public services, especially in the visitor service section. The effort made is a strategy carried out by the agency; in this case the researcher uses the five strategies of Osborne and Plastrik (2001) in the bureaucratic environment as follows:

1. Structure Development Strategy

In this case, the structure is not only about the definition of public organizations, but about the meaning of institutions as a whole. In this case the concept of institutions relates to the basic values in the organization, the provisions of life in the institution (norms), the rules of law that govern and bind, the code of ethics, and the habits that exist in the organization or organizational culture. This system helps create ethical and norm-oriented behavior that is needed in an organization. The next organization is a place where people come together to organize themselves, carry out tasks and achieve the goals that have been set.

The development of the structure in question is the development carried out on the structure of the visit service, especially the visit service officers. Competency development and training is one way to improve the ability of officers in service through training and training. Declining service quality due to deteriorating public services as a result of officers not having the skills to provide excellent and maximum service so as not to satisfy public satisfaction.



However, despite the absence of training or training activities attended by officers, they can always emphasize upholding the SOP and carrying out service activities in accordance with the SOP. The purpose of implementing services according to the SOP is that services remain transparent and accountable, reduce errors and irregularities when performing services, and ensure the professionalism of service officers. In the implementation of the Class IIB Gunungsitoli prison visit service, the SOP has been established in conducting services.

Apart from the lack of training received by officers, officer rotation is also one of the important things in improving service quality. Employee rotation is the movement of employees from one position or job to another position or job in an organization. The main purpose of employee rotation is to improve the skills, motivation, and performance of employees by exposing them to different tasks, roles, and departments. Of course, if employee rotation is carried out, it will have a good impact on the organization and the employees themselves. Rotation is also carried out in the visiting service officers of class IIB Gunungsitoli Correctional Institution.

Rotations carried out at class IIB Gunungsitoli Correctional Facility are carried out with different purposes and intentions. Because the officers who are rotated are officers who have or act outside the SOP when carrying out their duties so that they are moved to become visiting service officers. Apart from the problem of employee rotation, obstacles are also one of the obstacles in developing this structure, obstacles that are experienced when carrying out services. But currently, there are no significant obstacles experienced, so far the existing obstacles can be overcome properly. In developing the quality of visiting services, especially in the dimension of structural development strategies, class IIB Gunungsitoli Correctional Institution is still not optimal in doing so, there is no training for visiting service officers which has an impact on the ability and competence of officers, then the rotation is carried out where problematic officers are transferred to visiting service officers, which has an impact on service.

## 2. Development and Simplification of Procedure System

The procedure system organizes in detail related to the level of service, the procedure system is often the source of the cause of the long-winded service system. It is necessary to develop a procedure system so that services are getting better, efficient, effective and support all service performance. Then it is simplified to make service procedures not become convoluted and inflexible so that services are not maximized. Simplification of procedures is expected to increase efficiency and transparency in the process of visiting services. In the process of developing and simplifying this procedure system, it is necessary to use information technology to facilitate online processes and reduce bureaucracy. Visiting services also need to simplify procedures, especially for requirements, because in this requirement there are many complaints submitted by visitors.

The existence of people who do not know and do not understand the requirements for making visits can hamper their services. Because if they do not bring the required requirements, they will be told to complete them first. Apart from not knowing, there are also visitors who are negligent in bringing

the required requirements. Basically, the rules and conditions that are conveyed refer to PP No. 32 of 1999 concerning the Terms and procedures for implementing the rights of prisoners where visiting people must be checked and examine their identity, then search the body and all luggage.

In addition to the above rules, other rules have also been regulated in the Decree of the Director General of Corrections of the Ministry of Law and Human Rights of the Republic of Indonesia No. PAS-36.OT.02.02 of 2020 concerning Correctional Service Standards where the conditions for making visits include free, neat and polite clothing, the identity of visitors and followers according to a predetermined schedule and a maximum of 5 (five) people. The requirements are also clarified in the Decree of the Head of the Gunungsitoli Class IIB Correctional Institution Number W2 PAS.PAS11.um.01.01-731 of 2024 concerning the Determination of Service Standards at the Gunungsitoli Class IIB Correctional Institution. This requirement is always conveyed to correctional prisoners when they first enter the prison which is expected to convey to their families when visiting. Of course, this cannot be separated from the way information is conveyed to visitors by the Gunungsitoli Class IIB Correctional Facility.

It turns out that the delivery of information carried out by Class IIB Gunungsitoli Correctional Institution is only to prisoners, so there is a gap in the delivery of information. The delivery of information should be open in general so that the public also knows about the visit service information. Because information that is not conveyed properly will add to the service time constraints. Service time which should only be 5 minutes becomes 10 minutes, because of these requirements, so that development or simplification of procedures is needed. However, in practice there is still no simplification or development that has been done. Development that is carried out is only situational, especially on holidays and forgiveness for those who are visiting for the first time. Development is only situational and incidental, such as when a visitor is visiting for the first time and does not bring the requirements, they will be helped and lightened, but if it is due to negligence, they will be told to complete it themselves. This is also the same on big days the main target is only the addition of officers in preparing for the big day. But other things are not a concern in developing or simplifying procedures.

### 3. Infrastructure Development Strategy

The availability of the provision of service facilities and infrastructure is very necessary to provide, in addition to the aim of supporting and accelerating good infrastructure services also makes services safer, more comfortable, fast, accurate, easy. So that people become more trusting and happy with the services provided by the government. Infrastructure provision includes physical facilities (rooms, computers and other physical facilities), then with the development of new service styles and combining the use of advances in information technology tools.

Infrastructure development should be carried out continuously and continuously, including in correctional institutions, especially visiting services. Many aspects need attention such as the use of technology with the aim of improving services more effectively and efficiently. Visiting services at the Gunungsitoli class IIB correctional institution still lack a lot of service support

infrastructure, especially in the use of information technology. The use of information technology is very helpful, especially the provision of online queues with the help or collaboration using information technology, the service is getting better. Online queues can help cut queue or registration time, preferably not only queuing but online registration so that when visitors come, only verification and searches are carried out. then computers and printers as service support. Computers in their daily lives are very helpful in carrying out service tasks, adequate computers help speed up services and maximize the services provided. Such as Videocall services, of course, currently need computer assistance with computer facilities that duplicate functions will have an impact on other activities, for example, if the computer is used for other functions, videocall services will be put aside, it is different if the computer is complete, it will equally support existing service activities.

Of course, this lack of infrastructure cannot be separated from the attention and efforts made by stakeholders. Especially in terms of innovating or developing infrastructure. Because the facilities that are lacking will be developed if there is innovation and attention from stakeholders. In its implementation, infrastructure development has not been carried out, it can be seen from the innovations that have been carried out on infrastructure that still do not exist. From the lack of infrastructure and no development of this can hamper the service and satisfaction of visitors in the service. Because in its implementation, infrastructure development is still expected and no procurement has been carried out. In the development of existing infrastructure class IIB Gunungsitoli Correctional Facility is still maintenance. Gunungsitoli Correctional Facility only focuses on maintaining existing infrastructure to maximize services. It should be balanced with regard to procurement or innovation with the maintenance of existing goods and infrastructure.

Infrastructure development is the provision of services to make it safer, more comfortable, faster, more accurate, easier and more reliable which includes the provision of physical facilities, the development of new service models, the utilization of information technology (telematics). Procurement or innovation of facilities and infrastructure that do not yet exist has not been done, because the focus of class IIB prisons is only maintenance, this is due to budget problems as well. So with the existing capabilities maximize all facilities to provide good service. With limited facilities, they always try to carry out maintenance and repairs so that existing facilities can always support the course of services.

#### 4. Culture and Culture Development Strategy

Changes and development of a good culture in the organization so that the character of employees and their mindset become better oriented towards excellent service. Thus public servants have a view of life based on values, norms and habits that are described by their attitudes and behavior when serving the community. The development of culture and culture is closely related to changes in the character of visiting service officers and the mindset of officers based on worldview, morals, values and habits that reflect through behavior when carrying out services to the community. The behavior of visiting service officers there are still some visitors who submit complaints through sources. The behavior and attitude of officers carried over from the character of the workplace makes visitors feel that visiting service officers are scary and



hard. Visitors still feel dissatisfied with the behavior and attitude of officers when providing services. Whether it is related to friendliness and attitude in providing services. However, from several sources, they also felt that this was normal because the officers worked in prisons, of course, which had a hard and disciplined work intensity. The attitude and behavior of these officers is due to the lack of training they have done when carrying out this task in addition to the rotation of problematic officers to the visiting service adding to the reduced good assessment of the attitude of the officers.

However, in the face of this, the class IIB prison in Gunungsitoli continues to make efforts in fostering and shaping officers so that they can serve well through motivation or reinforcement by the leadership. This reinforcement or provision of motivation is carried out during official meetings and other opportunities with unscheduled but always done. Strengthening and motivation for embedding the organization's vision is always done to officers to provide good service. Because with this encouragement and strengthening can provide knowledge to visiting service officers related to service. Even though they have never carried out training with this reinforcement, it can increase the knowledge of visiting service officers in serving. because by teaching them to continue to be guided by the rules, officers will increasingly understand the rules so that the services provided are also in accordance with the applicable rules.

By strengthening or embedding this vision, it has a good impact on the services provided, especially the services provided. Indications of the act of asking for compensation or payment for the services provided are not carried out by the officer. Officers always provide free services without payment. Officers do not ask for compensation in providing services and this is confirmed by other sources. Although the service provided is free, the officer always tries to provide the best service in the visit service.

#### 5. Entrepreneurship Development Strategy

Build and develop personalities who have an entrepreneurial spirit, by providing a place and opportunity to develop the potential of officers who have skills, knowledge and other abilities that can be used to find other sources of income. The income in question is the income from the services performed. While the visit service is a free and unpaid service. But even though the service is not paid, of course, increasing productivity in service must still be done. In this development, class IIB Gunungsitoli Correctional Facility rarely provides encouragement to officers in performing services. The encouragement given is only in the nature of strengthening services. Without any other activities to increase the knowledge or ability of officers. Although there has been no invitation from the training center or BPSDM to attend training related to services, it is hoped that UPT should facilitate in providing training to officers. Whether it's holding seminars or encouraging officers to attend outside seminars related to public services. So that officers get additional knowledge even though not through the agency so that innovation and creativity will emerge in officers.

This affects the creativity of the visiting service staff. Creativity in providing services is very useful in dealing with technological changes and changes in society. Creative officers will generate service innovation ideas that will

continue to grow. But so far, the only innovation in visiting services is online visiting services via videocall to fulfill the rights of prisoners whose domiciles are outside the Nias islands or whose families cannot visit in person. The lack of encouragement and creativity from officers makes the emergence of service innovations non-existent, and this has a close relationship with the training that should be followed by service officers. Innovation in services is needed to face the challenges of this era, of course, it needs encouragement and creativity of officers in developing entrepreneurship from the officers themselves. So that in providing services officers always try to provide as much and as good a service as possible.

## CONCLUSION

In the implementation of this visit service, there are always efforts to improve the services provided. The efforts made aim to improve the quality of public services in the bureaucracy according to Osborne and Plastrik (2001) there are five strategies in improving the quality of public services, structural development, development and simplification of procedural systems, cultural and cultural development, infrastructure development and entrepreneurial development.

By using the above analysis, the visiting service at the Gunungsitoli Class IIB Correctional Facility still requires quality improvement in service. This is based on, firstly, the structure development strategy is not carried out, visiting service officers have never received training related to services. Then there is the rotation of officers or the assignment of problem officers to special visiting service officers which results in services. Second, the strategy of developing and simplifying the procedure system which is often an obstacle in service delivery is the requirement. Where the community either does not know and neglects to bring the requirements that have been required so that it hampers the services received. This visitor ignorance is indicated because the delivery of information is only private and cannot be accessed in general so that the gap in the delivery of information is very large. Then the absence of procedural development or innovation makes the problem unsolvable.

Third, the Infrastructure Development strategy has not been carried out optimally. Because the lack of infrastructure still exists such as chairs, rooms, computers, printers are still not enough to meet the needs of visiting services, because so far what has been done is only maintenance of existing goods and facilities. Fourth, the strategy of developing culture and culture is related to the behavior and attitude of the officers in carrying out services. There are still many complaints that officers look cynical and hard in providing services, this can be due to the habit of meeting prisoners and the absence of training that adds to the ability and competition of officers. However, in practice the services provided are free and the officers maintain this dedication by not accepting bribes of any kind. Because officers are always instilled with an understanding of the organization's vision through reinforcement and direction.

Fifth, the service entrepreneurship development strategy that we provide is not a paid service, but in this case, even so, officers are still required to provide maximum service and productive service delivery. Service innovation is still lacking and has never even been done and there is no officer creativity in providing services to make services unproductive. Of the five dimensions of the strategy to improve service quality, all five have not been carried out by the Gunungsitoli Class IIB Prison Visiting Service. So it is necessary to develop and improve the quality of visiting services in each dimension.

The suggestions I gave refer to and are adjusted to the Osborne and Plastrik (2001) theory that I used. And also according to the results of the factual analysis that I found during this research, including the following: There should be training for visiting service officers such as anticorruption training to improve officers' understanding of work ethics, transparency, accountability and corruption prevention. Stopping the rotation of problematic officers into visiting service officers, Simplification of requirements, basically the requirements provided are simple, but if there is a policy that allows bringing only the original or softfile Identity Card and Family Card, it will certainly be very helpful for visitors or indirectly eliminate the carrying of photocopies of personal identity. Delivery of public information, Procurement of infrastructure facilities such as metal detectors, printers, computers and even network amplifiers. In addition to technological tools, it is also necessary to add chairs and even fans to make the service room and visits comfortable. procurement basically requires a large fee but in this case it is necessary to procure gradually little by little the missing infrastructure can be fulfilled. As well as strengthening and motivating while carrying out service activities.

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