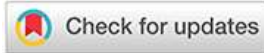


IMPLEMENTATION OF EMPLOYEE GATHERING PROGRAMME IN IMPROVING THE QUALITY OF COACHING ACTIVITIES IN CORRECTIONAL INSTITUTIONS CLASS IIB TANJUNG PATI



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ABSTRACT

This research focuses on the implementation of the Employee Gathering program in improving the quality of coaching activities at Class IIB Tanjung Pati Correctional Institution. This research aims to analyze the program's implementation and identify the obstacles faced in its implementation. The research method used is a qualitative approach, with interviews, observation, and documentation as data collection techniques. This approach was chosen to understand social interactions and phenomena that occur in prison in depth. The results showed that the Employee Gathering program positively impacted the officers' motivation and morale, as well as strengthened the relationship between officers. In conclusion, the Employee Gathering program has contributed to improving the quality of coaching but requires improvement in the aspects of planning, budget management, and more equitable participation to achieve optimal results.

Keywords: Employee Gathering; Quality; Coaching; Correctional Institution



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INTRODUCTION

The concept of imprisonment continued to develop in Indonesia and gradually evolved into the concept of correctionalisation. Prisons, which are now correctional institutions, aim to protect the law and fulfil human rights (Azis et al., 2022). There was also a time when prisons adopted a new concept in this field, namely resocialisation, which was then considered a modern goal of international prison administration (Ilham, 2020). However, this concept encountered several obstacles, so Dr Sahardjo's thoughts and ideas in relation to correctional services emphasised the concept of inmate supervision which continues to evolve today.

The term correctional was officially introduced and replaced the term prison on 27 April 1964, based on a written message from the President of the Republic of Indonesia sent to a conference of prison officials in Lembang, Bandung (2020, pp. 72-73). At this conference, the prison system was reorganised and overhauled, and the purpose of corrections was focused on changing the behaviour of prisoners or lawbreakers in an effort to return them to productive and responsible members of society. It is important to carry out training aimed at reintegrating inmates into good society. The orientation of correctional institutions must be in line with the formation of the personality and psychological weaknesses of prisoners in the eyes of society in order to develop towards normal, in accordance with applicable standards and regulations (Ningtyas & Gani, 2013).

In line with the development of the correctional concept, cultural growth and rapid advances in science and technology have also created intense competition in various aspects of human life. These changes not only affect the values adopted by individuals, but also penetrate into the societal structure. As such, it is important for society to be able to manage these changes intelligently, capitalising on positive developments and actively working to prevent or overcome their negative effects. While positive changes can bring great benefits to society, negative changes can also cause unrest. Judging from some of these facts, it is certain that in the future most human labour will be replaced by technology.

But the role of humans certainly cannot be ruled out by the existence of artificial intelligence or renewable technology, because Human Resources (HR) is the most important asset for an organisation. Where someone who has the ability to develop as a booster of success in realising the vision, mission, and goals of the organisation both in the short, medium, and long term (Surya et al., 2021). To get a goal that has been set by the organisation, the role of humans is very influential on the success of a business because humans are the determining factor for the success of an organisation.

Sugeng Pujileksono (2017) explains that to improve the ability and skills of prison officers, each officer is included in various trainings. Training for prison officers includes Education and Training (Diklat) Basic Correctional Basics, Fitness Training, Computer Training, Level of Training (Diklatpim Tk III, Tk IV). Basically, the purpose of the training programme is to mobilise the potential of the workforce, considering that the self-development of the workforce is relatively slower than training and all of this is the responsibility of the organisation's leaders, both directly and indirectly affecting employee work efficiency. Workforce development aims to have high ability, knowledge, and loyalty, so that work is carried out effectively (Effendy 2009).

However, the training that has been held certainly cannot reach all officers in correctional institutions. Training activities or exercises held certainly have limitations in the number of participants and also the time of implementation. Therefore, correctional institutions can replace these activities with Employee Gathering activities.

Employee Gathering is an activity held by an organisation with the intention of strengthening the bonds between members of the organisation, which in this case are correctional officers to increase morale. Generally, this activity is held outside the office environment, such as parks, beaches, or resorts, and involves various activities such as games, sports, and team building exercises.

According to Suhandang (1973), relaxed activities such as meetings need to be held. This can provide familiarity and loyalty to friends, as well as the occurrence of human relations such as between employees and their families, it is necessary to hold meetings such as forms of tourism and entertainment (Hidayah, 2015).

Employee Gathering aims to foster friendship and collaboration among officers. Based on the results of research from the Harvard Business Review quoted from the kitalulus.com page, social activities such as gatherings can increase 50% of communication patterns between employees which ultimately affects team performance. By planning this fun and engaging event, correctional institutions can contribute to increased morale, improved communication, and strengthened relationships among officers.

The planning of Employee Gathering activities needs to be done carefully and effectively in order to be successful, benefiting both the correctional institution and the officers. It is important for correctional institutions to commit to providing the best for officers, so that it is expected that officers can give their best contribution as well. Employee Gathering activities can actually be implemented in the form of activities with administrative purposes and non-administrative purposes. The form of administrative activities carried out is usually such as internal meetings and also Focus Group Discussions (FGDs). But in this case, the purpose of the activities held is to establish friendship and build good teamwork between fellow officers, so the suitable Employee Gathering activities are non-administrative activities. Non-administrative activities that can be done in Employee Gathering include: outbound, games, eating together, door prize distribution, and breaking the fast together in the month of Ramadan.

Although sometimes problems arise such as differences in perceptions, competition among officers, and issues related to salaries and positions, times like this show the crucial role of a head of a correctional institution. The head of the correctional institution is expected to implement Employee Gathering activities as a means to deal with these dynamics within the correctional institution (Hidayah, 2015).

So it can be interpreted that the existing problem is still a lack of enthusiasm from correctional officers in the process of inmate development activities in class IIB Tanjung Pati prison. This problem includes how the implementation of Employee Gathering activities, as well as what obstacles are faced in the implementation of Employee Gathering activities. In connection with the importance of a correctional officer having good cooperation in order to improve the quality of guidance to prisoners in accordance with the applicable legal basis, therefore the author has an interest in carrying out research with the title taken, namely 'Implementation of the Employee Gathering Officer Programme in Improving the Quality of Development Activities at the IIB Tanjung Pati Correctional Institution'.

LITERATURE REVIEW

Policy implementation refers to the activities aimed at creating or renewing previously established policies, carried out by organizations and institutions through administrative and managerial processes. As noted by Kasmad (2018), all available resources must be utilized to achieve specific goals. According to Laswell and Kaplan, as cited in Maulana

(2019), public policy is fundamentally a program or a set of steps designed and implemented to reach desired objectives. George C. Edwards III's Policy Implementation Theory emphasizes that the implementation process is critical. Regardless of how well-formulated a policy is, if its implementation is poorly prepared or planned, the policy's objectives will not be realized. Conversely, no matter how well-prepared the implementation is, if the policy itself is poorly crafted, its goals will remain unattainable. Therefore, both policy formulation and implementation must be carefully planned to achieve the desired outcomes.

The implementer's perception of the organization executing the program can vary, ranging from disregard to neutrality or acceptance of loyalty, personal values, and personal interests. George C. Edwards III's policy implementation theory further explores the abstract conditions and questions regarding the success of policy implementation. The determination of policies and the consequences those policies bring to affected communities are stages that define the significance of policy implementation. According to Edwards III, there are four key variables in public policy: communication, resources, disposition, and bureaucratic structure. These variables collectively influence how effectively a policy is implemented.

Communication is a vital indicator of policy implementation success, requiring those involved to clearly understand what actions need to be taken and the policy's objectives. To minimize deviations during the implementation process, communication must be effectively transmitted to all target groups. Effective communication can be measured through three metrics: transmission, clarity, and consistency. Transmission ensures that communication channels are efficient and free from distortions, which can occur when messages pass through multiple layers of bureaucracy. Clarity requires that the information conveyed to implementers is unambiguous and accurate. Flexibility is sometimes needed in implementing policies, especially when unforeseen circumstances arise. Finally, consistency in communication ensures that directives remain steady and do not confuse those executing the policies.

Resources are another critical factor in policy implementation. Even when a policy is clearly defined, without the necessary resources, implementation will not be effective. Resources include both human resources, such as the skills and expertise of practitioners, and financial resources. Indicators of sufficient resources include the availability of competent staff, the provision of necessary information, authority, and facilities. A common cause of failure in policy implementation is the lack of adequately skilled staff to carry out assigned responsibilities. Additionally, access to correct information about policy procedures and compliance requirements is essential. Implementers must have formal authority to ensure legitimacy in executing policy directives. Furthermore, the availability of necessary facilities, such as infrastructure and technology, plays a crucial role in enabling efficient implementation.

Disposition refers to the attitudes and characteristics of the implementers, such as their level of commitment, honesty, and democratic nature. Policy implementers need to be willing and capable of executing policies as intended by the policymakers. Different personal dispositions can either facilitate or obstruct policy implementation. For instance, an implementer who disagrees with a policy may resist its implementation, leading to failed policy outcomes. To mitigate this, organizations may transfer implementers with negative dispositions to less critical roles, although this does not fully resolve the issue. Offering incentives is another way to positively influence implementers' dispositions, as rewards can motivate them to align their actions with policy objectives.

The bureaucratic structure also plays a significant role in policy implementation. The existence of standard operating procedures (SOPs) helps streamline decision-making, ensuring consistency, fairness, and time-saving. However, SOPs can sometimes hinder policy implementation, especially when rigid procedures are applied to situations they were not designed for. Fragmentation, or the division of responsibilities within an organization, can also complicate the coordination of policy implementation. The need to navigate through multiple layers of bureaucracy often leads to delays and inefficiencies in carrying out policy directives, making it more difficult to achieve the intended policy outcomes.

METHOD

This study employs a qualitative research approach, which seeks to identify, evaluate, and manage real-life occurrences through the understanding of social interactions via interviews and observations. Qualitative methods aim to comprehend and interpret the meanings individuals or groups attach to specific issues or phenomena. This approach helps researchers delve into complex social dynamics, capturing the essence of human experiences and perspectives. By using qualitative data collection techniques such as interviews, observations, and document analysis, the study produces descriptive data, which includes spoken or written words and observable behaviors from multiple participants, thus providing rich insights into the subject matter.

The qualitative approach used in this research addresses challenges related to data collection by employing systematic observation and documentation. The focus is to gather relevant information that aligns with the topic being investigated. In this context, literature reviews serve a crucial role in supporting the research process. Through the examination of legal materials, researchers can acquire pertinent data by citing, reading, and analyzing existing works. This ensures that the data collected is comprehensive, thoroughly analyzed, and prepared to provide a foundational understanding for addressing the research questions. The qualitative approach, therefore, facilitates a deeper understanding of social realities, organizational functions, and other critical aspects relevant to the research objectives.

A comprehensive understanding of social realities, particularly from the participants' perspectives, is the main goal of this qualitative research. By focusing on the investigation of ongoing social conflicts or issues, the study highlights the importance of capturing the complexity of current societal phenomena. The aim is to provide detailed insights into these issues by immersing in the natural setting and interacting with participants in their environments. This type of research offers valuable contributions to understanding how individuals experience and interpret their social worlds, making it an essential method for exploring contemporary issues that affect communities and organizations.

The research design is centered on a qualitative framework, which is adaptable, flexible, and evolves throughout the study. This flexibility allows researchers to respond to emerging patterns and insights during the research process. In this study, data was gathered through various stages, including interviews, observations, and documentation of the subject matter. The focus of the research was to analyze the significance of Employee Gathering programs and their implementation in improving the quality of rehabilitation activities in a correctional facility. Through a qualitative approach, the study offers a detailed description of the processes, behaviors, and interactions that contribute to the success of these programs, offering a nuanced understanding of organizational practices.

Data analysis in this qualitative research follows a systematic process, including the collection, reduction, presentation, and interpretation of data. By categorizing and synthesizing the collected data, the researchers aim to make sense of the findings and communicate them effectively. The analysis is inductive, meaning that theories and conclusions are drawn from the data itself, rather than being imposed from pre-existing frameworks. Using Miles & Huberman's model, the analysis involves continuous interaction with the data until saturation is reached. This ensures that all relevant patterns and themes are explored, providing a thorough understanding of the topic under investigation. The final step is drawing conclusions based on the entire research process, where the data is examined in relation to theoretical frameworks and research objectives.

RESULTS AND DISCUSSION

Implementation of the Officer Gathering Employee Programme at Class IIB Tanjung Pati Correctional Institution

The Tanjung Pati Class IIB Correctional Facility regularly organizes employee gatherings to strengthen bonds among staff and create a harmonious work environment. One of the primary activities during these gatherings is a group walk, which involves all staff members, regardless of rank, fostering an egalitarian atmosphere. By engaging employees from all levels, this initiative serves as a platform to break down hierarchical barriers that may exist in the workplace. The activity not only enhances inter-staff relations but also encourages collaboration, ensuring a more cohesive and supportive working environment.

The group walk typically takes place in the early morning, taking advantage of the fresh air and peaceful surroundings. The pre-determined route includes scenic areas around Tanjung Pati, offering participants a chance to enjoy nature while engaging in light exercise. The selection of time and location is carefully considered to maximize comfort for all participants, allowing them to begin their workday with a sense of rejuvenation and well-being. This shared experience also provides an informal setting where employees can converse and connect more personally, strengthening their interpersonal relationships outside the structured office environment.

Following the group walk, employees often gather for a light aerobics session led by a professional instructor. This segment of the gathering is filled with energetic movements and lively music, which boosts morale and physical wellness. The exercises are designed to be inclusive, ensuring that employees of varying fitness levels can participate comfortably. Through these enjoyable and stress-relieving activities, staff members not only maintain their physical health but also cultivate a positive mental outlook, reducing workplace tension and fostering a more collaborative and productive environment. The long-term benefits of these regular gatherings include enhanced physical and mental well-being, stronger team cohesion, and improved overall work performance within the correctional facility.

Addressing the challenge of staff resistance to guidance on strengthening integrity, where many officers still view such activities as unimportant, requires a multi-faceted approach to create lasting organizational change. One critical strategy is to enhance internal communication within the correctional institution. It is essential for the head of the institution to establish and maintain transparent and open lines of communication with all staff members. Effective communication not only facilitates the exchange of information but also fosters trust and mutual respect between leadership and staff. This creates a foundation for a positive and collaborative working environment. Through candid and constructive dialogues, leadership can actively listen to the concerns,

perspectives, and aspirations of staff regarding the implementation of employee gatherings. This two-way communication process allows leadership to gain deeper insights into the staff's viewpoints while providing opportunities to explain the strategic value and benefits of such activities. By aligning expectations and reducing misunderstandings, this approach helps build stronger support for employee gatherings and contributes to the successful execution of these events, ultimately enhancing organizational goals.

Moreover, raising awareness about the importance of teamwork through structured education and training programs is pivotal. Leadership plays a strategic role in organizing these programs, which are designed to strengthen the foundation of team cooperation among staff. Employee gatherings serve as a key tool to achieve this objective, offering more than just a platform for socializing. These gatherings can be structured to include activities such as team-building exercises, interactive workshops, or outdoor training that encourage active participation from all staff members. The aim is to deepen staff understanding of the value of teamwork and its direct impact on organizational performance. Through these tailored sessions, staff can gain a clearer perspective on how gatherings contribute to a more harmonious and productive work environment. Such training is essential to shift the perception of employee gatherings from mere social events to strategic initiatives that foster collaboration, unity, and improved workplace dynamics.

Personalized approaches also play a crucial role in addressing individual resistance to employee gatherings. Understanding the unique challenges and perspectives of each staff member requires leadership to adopt a personal approach, which includes one-on-one consultations, informal discussions, or regular meetings tailored to individual needs. This approach allows leadership to address specific concerns and clarify the long-term benefits of employee gatherings, not only for team cohesion but also for professional development. By creating a more personalized and supportive environment, staff who are initially hesitant or unsure about the importance of these activities can gradually come to recognize their value. Through continuous engagement and real-life examples of how similar initiatives have positively impacted performance and interpersonal relationships in other institutions, leadership can build a more inclusive and engaged workforce.

Factors inhibiting the implementation of the Officer Employee Gathering Programme in improving the quality of coaching activities at Class IIB Tanjung Pati Correctional Institution

In carrying out duties with integrity and consistency, a lack of commitment has been identified as a major obstacle in the execution of employee gathering events. Weak adherence to principles of fairness and transparency can negatively affect not only employee training efforts but also team-building activities like employee gatherings. Observations have highlighted that one significant barrier is the lack of commitment from staff to follow established rules and agreements. When personnel fail to uphold their commitments, events designed to foster collaboration and solidarity among employees become less effective. Low attendance or participation at these gatherings often signals a broader issue of inconsistent attitudes toward adherence to rules and responsibility. For instance, absenteeism or minimal engagement in team-building events reflects not just a lack of interest but a deeper failure to embrace the goals of organizational unity.

A related issue is governed under national regulations, emphasizing the importance of ethical behavior among government employees. The regulation explicitly

outlines that staff should exhibit honesty, discipline, and respect for authority. This framework is critical to ensure that employees act as role models for their colleagues. However, inconsistencies in upholding these values have been identified, which significantly impacts events like employee gatherings. When employees do not fully embrace ethical principles in their daily duties, activities that depend on mutual respect and shared responsibility, such as employee gatherings, are hindered. This failure to apply consistent ethical behavior weakens efforts to strengthen relationships and collaboration within the organization.

The lack of clear communication is another factor that undermines the effectiveness of employee gatherings. Uncertainty surrounding the scheduling of such events creates difficulties for staff participation, leading to a reduced sense of preparedness or enthusiasm to engage in these activities. Without a well-structured plan, employees may feel unprepared or reluctant to attend, which significantly hinders the event's objectives of promoting unity and increasing morale. Additionally, the absence of a defined schedule often leads to logistical challenges, as it becomes difficult to secure venues, arrange accommodations, or coordinate activities effectively. In some cases, this lack of organization can even result in last-minute cancellations, further damaging employee morale and the institution's reputation.

Resource constraints, especially concerning human capital, also play a critical role in hampering the success of employee gatherings. Ideally, internal staff should organize and execute these events to address specific internal challenges effectively. However, this approach often presents unique difficulties, as not all personnel have the necessary experience or training in event management or human resource development. The additional workload placed on staff tasked with organizing these gatherings can lead to burnout or decreased performance in their primary duties. Furthermore, potential conflicts of interest or biases during the planning stages can compromise the fairness and inclusivity of these events. These challenges underline the importance of developing more sustainable and objective approaches to organizing employee gatherings, ensuring their long-term success and impact.

CONCLUSION AND SUGGESTION

The employee gathering event held at Lembaga Pemasyarakatan Kelas IIB Tanjung Pati has demonstrated remarkable progress in improving human resource quality and strengthening relationships among employees. The wide variety of activities, ranging from basic exercises like morning walks and aerobics to more adventurous ones like rafting and shooting practice, reflects the significant enhancement of the program. These diverse activities not only provided participants with unique experiences but also played a crucial role in shaping character and improving the physical and mental well-being of the employees. The overall program shows that it aims to go beyond just recreational events and focuses on team-building and personal growth, contributing to a more cohesive workforce.

The comprehensive structure of these events has been meticulously designed to address various aspects of employee development, including physical health, technical skills, and team collaboration. This demonstrates the management's serious commitment to creating an employee gathering program that is not just for entertainment but also has educational and developmental value. The successful execution of these activities has led to a notable boost in employee morale and motivation, contributing positively to their work performance. This success, however, underscores the need for continuous

innovation and improvement in future gatherings, ensuring that the program evolves to meet the needs of the employees more effectively.

Despite the broad scope of activities, there remain employees who have not fully benefited from the program. This points to the necessity of developing a more inclusive strategy in planning and executing future gatherings. Equal access to these programs is critical, as all employees should have the opportunity to participate and gain from the events organized. Some challenges have hindered the full implementation of the program, including insufficient internal coordination, limited human resources, budget constraints, and a lack of relevant and engaging activities. Addressing these obstacles will require enhanced leadership support, creative event planning, and adequate funding to ensure the program can truly foster teamwork and employee development at Lembaga Pemasyarakatan Kelas IIB Tanjung Pati.

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