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JL.Surya Kencana No.1 Pamulang, Tangerang Selatan – Banten

Telp. (021) 7412566, Fax (021) 7412491

Email : humanismanajemen@gmail.com



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The Analysis Of The Role Of Education And Training In Improving The Performance Of Employees At Rumah Tahanan Negara (Rutan) Kelas 1 Tangerang

Abrar Maabdah¹⁾; Ahmad Falembani²⁾; Delilah Pulungan³⁾; and Siti Sholiha⁴⁾; Yayan Sudaryana⁵⁾; Hadi Supratikta⁶⁾

E-mail: ¹⁾abror.maabdah@gmail.com ²⁾yd0pjax@gmail.com,
³⁾delilahpulungan03@gmail.com ⁴⁾sitisholihaa9@gmail.com,
⁵⁾dosen00497@unpam.ac.id ⁶⁾dosen00469@unpam.ac.id

Abstract : Improving employee performance is a strategic issue in human resource management, particularly within government institutions such as Rutan Kelas 1 Tangerang. In organizations, employee performance is significantly influenced by their competencies. Furthermore, employee performance is vital to ensuring effective, humane, and legally compliant services for inmates. This study examines the role of education and training (Diklat) in enhancing employee performance at Rutan Kelas 1 Tangerang, a significant institution in Indonesia's criminal justice system. The research identifies key factors influencing employee performance, including competency development through targeted training programs. Using qualitative methods and data collected from in-depth interviews and organizational reports, the study highlights the positive impacts of well-structured education and training on employee skills, efficiency, and professionalism. The findings underscore the importance of training relevance, varied teaching methodologies, and continuous learning in fostering a competent and innovative workforce. This research provides strategic recommendations for improving training effectiveness, contributing to better organizational outcomes and public service quality.

Keywords: Education and training, Employee performance, Rutan Kelas 1 Tangerang, Competency development, Human resource management

INTRODUCTION

The State Detention Center (Rutan) is one of the key institutions in Indonesia's criminal justice system. Its strategic function lies in law enforcement, serving as a

temporary detention facility for suspects, defendants, or convicts whose legal processes are still ongoing. One notable Rutan is Rutan Kelas 1 Tangerang, recognized as one of the largest facilities with a high number of inmates. In fulfilling its duties and responsibilities, Rutan Kelas 1 Tangerang is required to provide professional, humane, and legally compliant services.

To perform these tasks effectively, employee performance becomes a crucial aspect. Rutan staff must possess technical skills, professionalism, and strong commitment in executing their duties. However, workplace challenges such as regulatory changes, legal case complexities, and the social dynamics of inmates demand continuous competency enhancement for employees. One way to improve employee performance is through education and training programs (diklat).

Improving employee performance is a strategic issue in human resource management, particularly within government institutions such as Rutan Kelas 1 Tangerang. In organizations, employee performance is significantly influenced by their competencies. Furthermore, employee performance is vital to ensuring effective, humane, and legally compliant services for inmates. Thus, employee competencies and performance can be developed and enhanced through relevant and targeted education and training programs. This aligns with Rivai (2011), who stated that training aims to enhance employee skills, abilities, and knowledge, enabling them to perform tasks more effectively and efficiently.

Education and training play a strategic role in increasing employee competency, productivity, and motivation. The relevance of training's impact on employee performance is particularly heightened amidst the increasingly complex demands of public service. In Rutan Kelas 1 Tangerang, which is responsible for managing inmates from various backgrounds, improving employee performance through education and training becomes a priority. Competent employees not only execute their duties professionally but also foster a conducive work environment aligned with public service standards. According to Mangkunegara (2013), training aims to improve skills, knowledge, and work attitudes, enabling employees to work more effectively. Similarly, Hasibuan (2016) emphasized that education and training are long-term investments to enhance human resource quality.

In government organizations, training impacts not only technical capabilities but also employee attitudes and behaviors. Rivai (2012) asserted that education and training serve as strategic tools for strengthening organizational performance by shaping competent and responsible individuals. Hasibuan (2016) further highlighted that education and training are methods to develop employees' potential to meet organizational needs. Additionally, Hasibuan noted that training focuses not only on technical skill enhancement but also on cultivating positive and professional work attitudes. This is particularly relevant for Rutan staff, who require both technical and non-technical abilities to address workplace challenges. Hence, planned and needs-based training implementation is crucial.

Employee performance is a critical element determining organizational success, both in the private and public sectors. In government institutions such as Rutan, employee performance influences not only operational efficiency but also the quality of service provided to the public. At Rutan Kelas 1 Tangerang, which has significant responsibilities in managing inmates, employee performance plays a strategic role in creating a safe, humane, and legally compliant environment. Employee performance is influenced by various factors, including individual competencies, work environment, and

organizational support. Gibson et al. (2014) stated that performance results from the interaction between individual capabilities and organizational opportunities to contribute. In this context, education and training serve as avenues for organizations to enhance employees' capacities.

Hasibuan (2016) defined performance as the outcome achieved by an individual in fulfilling their responsibilities. In modern organizations, employee performance is influenced by factors such as motivation, work environment, and individual competencies. These competencies can be acquired and enhanced through effective education and training programs. Rivai (2011) explained that training aims to improve employees' skills, knowledge, and attitudes, enabling them to work productively and professionally.

Improving employee performance through education and training is highly relevant, especially in a rapidly changing environment. For example, the Rutan work setting demands employees to not only possess technical skills for administrative and operational tasks but also interpersonal skills to handle interactions with inmates and related parties. Without adequate competencies, the quality of services at Rutan risks deterioration, potentially affecting the organization's reputation.

Research by Surya (2018) found that many government institutions face challenges in ensuring training effectiveness. These challenges include a mismatch between competency needs and delivered training materials, resource limitations, and the lack of continuous evaluation systems. Rutan Kelas 1 Tangerang faces these same challenges, particularly given the dynamic work environment characterized by high job pressure, increasing inmate numbers, and evolving standard operating procedures.

Optimal employee performance supports not only the achievement of organizational targets but also reflects the quality of services provided. Mangkunegara (2017) emphasized that competency development through appropriate education and training is a significant factor influencing employee performance. He stressed the importance of hands-on training practices relevant to employees' roles and responsibilities. Therefore, effective education and training management at Rutan Kelas 1 Tangerang is key to enhancing overall employee performance. Directed and continuous training programs can help employees develop technical and non-technical skills, increase accountability, and foster a positive work ethic. Surya (2018) added that well-implemented training not only boosts individual performance but also creates team synergy, which is crucial in workplace environments like Rutan.

Rutan Kelas 1 Tangerang was officially established under the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. M.05.PR.07 dated February 23, 2007. The decree also addressed the establishment of other detention centers such as Rutan Kelas IIA Batam and Rutan Kelas IIB Batang, Landak, Bengkayang, and Unaha. Construction of Rutan Kelas 1 Tangerang began in 2006 on land owned by the Tangerang Regency Government under a usage agreement based on Joint Regulation No. 37 of 2006 and No. W29.PL.01.01-370.

The primary task of Rutan Kelas 1 Tangerang is to provide care for suspects or defendants in accordance with applicable laws and regulations. Its functions include managing detainees, maintaining security and order within the Rutan, administering the facility, and handling administrative matters.

The vision of Rutan Kelas 1 Tangerang aligns with the vision of the Ministry of Law and Human Rights of the Republic of Indonesia: "Providing Legal Certainty to Society."

The mission includes:

1. Establishing high-quality legal regulations;
2. Providing high-quality legal services;
3. Ensuring high-quality law enforcement;
4. Respecting, fulfilling, and protecting human rights;
5. Delivering effective administrative services within the Ministry; and
6. Developing professional and integrity-driven human resources within the Ministry.

Currently, Rutan Kelas 1 Tangerang has 148 employees, whose detailed distribution can be seen in the following table:

Tabel 1.1 Kondisi Pegawai Rumah Tahanan Kelas I Tangerang

No	Keterangan	Pendidikan					Jumlah Pegawai
		SLTA	DIII	DIV	S 1	S 2	
1	Tata Usaha	1	0	0	1	0	2
2	Seksi Pengelolaan	14	0	0	3	2	19
3	Seksi Pelayanan Tahanan	20	1	0	16	3	40
4	Kesatuan Pengamanan Rutan	80	0	1	5	1	87
Jumlah Total		115	1	1	25	6	148

Sumber: Rutan Kelas I Tangerang, 2024

Based on Table 1.1 above, it can be observed that the administrative staff section consists of 2 employees. Additionally, Rutan Kelas 1 Tangerang is predominantly staffed by employees with a high school education, totaling 115 employees. This dominance of high school-educated employees poses a challenge for Rutan Kelas 1 Tangerang. The educational background of these employees influences their competence in improving work performance, as supported by research conducted by Nugraha and Firman (2020), which found that education has a positive impact on employee competence in enhancing their performance.

Through this research, it is expected to identify the relationship between education and training and employee performance at Rutan Kelas 1 Tangerang. This study also aims to provide strategic recommendations for more effective training management, thereby enabling employee performance to support the organization's objectives optimally. In conclusion, the author hopes this research can provide a clear picture of how training and education can help improve employee performance at Rutan Kelas 1 Tangerang.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Education and Training

Education and training (Diklat) are essential aspects of human resource development, as explained by experts such as Mangkunegara (2009), Hasibuan (2016), and Rivai (2014). According to Mangkunegara (2009), education and training are systematic efforts aimed at improving individuals' knowledge, skills, and work attitudes to enable them to perform tasks effectively and efficiently. Similarly, Hasibuan (2016) emphasizes that the purpose of Diklat is to develop employees' work capabilities to support the achievement of organizational goals. Meanwhile, Rivai (2014) explains that education focuses more on enhancing knowledge and theory, whereas training aims to strengthen practical skills.

The primary objectives of Diklat, according to these experts, include improving

individual competencies, organizational productivity, and adaptation to technological and environmental changes. Mangkunegara (2009) adds that Diklat also aims to create a workforce with integrity. Furthermore, Hasibuan (2016) describes the function of Diklat as a tool to bridge the gap between employees' actual capabilities and job requirements, as well as a means of motivation and career development. Rivai (2014) highlights that Diklat functions to ensure consistent work standards across the organization.

In practice, Diklat methods vary according to the intended goals. Mangkunegara (2009) mentions methods such as lectures, discussions, simulations, and on-the-job training. Hasibuan (2016) adds internship and job rotation as approaches to provide participants with direct experience. Rivai (2014) emphasizes the importance of the blended learning approach, which combines face-to-face and digital learning to enhance the effectiveness of the training process. With this approach, Diklat not only serves as a tool for individual development but also as a strategic investment for organizations.

Employee Performances

Employee performance is an important factor in an organization because it determines the progress of that organization. Performance includes the work results of an individual in carrying out the tasks and responsibilities assigned to them. According to Mangkunegara (2016), performance is the quality and quantity of work achieved by an employee in carrying out their duties. Hasibuan (2019) states that performance is the result achieved in carrying out tasks based on competence, experience, seriousness, and time. Simamora (2015) adds that employee performance is the level of achievement of job requirements. Overall, employee performance can be understood as the level of progress someone makes in positively improving their skills in their work.

Factors that influence employee performance include individual attributes, the ability to work, and organizational support. Individual attributes include demographic characteristics, competence, as well as attitudes and personality. The ability to work indicates that good performance requires willpower and hard work. Organizational support, such as adequate facilities, is also important for improving employee performance. High performance is influenced by motivation, support, and opportunities provided by the company, while ability is an internal factor in employees that can be developed.

The aspects of employee performance according to Mangkunegara (2016) include work results, discipline, responsibility, and cooperation. Work results reflect the individual's achievement in completing their tasks, discipline is related to the timeliness of completing tasks, and responsibility and cooperation reflect how well an employee can work both with and without supervision.

The indicators for measuring employee performance individually, according to Mangkunegara (2016), include quality, quantity, reliability, cooperation, and employee attitude. Work quality is measured based on employees' perception of the results they achieve, quantity is related to the amount of work completed, and reliability measures how accurately employees can perform their tasks.

Cooperation shows the employee's ability to work in a team, while employee attitude reflects their behavior towards the company and colleagues.

METHODS

This research was conducted at Rutan Kelas 1 Tangerang selected to examine the role of education and training in improving employee performance covering data collection, analysis, and report writing stages. A qualitative approach was chosen to gain a deeper understanding of the impact of education and training on employee performance, as it allows exploration of phenomena, perspectives, and experiences from relevant informants. As Sugiyono (2019) states, qualitative research is suitable for exploring social or human phenomena, particularly when quantitative data cannot provide a comprehensive picture.

The research design is a case study, which is appropriate for exploring specific phenomena within a real context, as suggested by Sugiyono (2019). The study focuses on analyzing the role of education and training at Rutan Kelas 1 Tangerang. Data collection includes primary data from in-depth interviews with employees and leaders, and secondary data such as training documents and performance reports. The analysis follows Miles and Huberman's interactive model (Sugiyono, 2019), which involves data reduction, presentation, and drawing conclusions based on the data.

RESULT AND DISCUSSION

The findings from the interviews with Mr. Maskur, Mrs. Puji, and Mr. Sutiawan highlight the significant role of education and training (Diklat) in enhancing the performance of employees at Rutan Kelas 1 Tangerang. According to the interviews, the employees expressed positive experiences regarding the training programs they participated in, which were found to be highly relevant to their job responsibilities and facilitated by competent instructors. Mr. Maskur, for instance, emphasized that the training provided was well-aligned with his duties and that the use of engaging teaching methods made it easier for him to understand the material. The training not only helped him develop skills but also ensured that his tasks were updated in accordance with the latest developments, reflecting the need for continuous learning in the workplace.

Similarly, Mrs. Puji shared her enthusiasm for the training programs, which she felt provided valuable knowledge applicable to her work. She noted that the use of various teaching methods facilitated understanding, and the content of the training was highly relevant, helping her improve the efficiency of her daily tasks. These statements align with the understanding that diverse teaching methods and up-to-date materials are essential to effective learning and skill development.

Mr. Sutiawan expanded on the importance of collaboration and communication within the workplace, which he believed were crucial for task completion. In his department, work performance is monitored through monthly reports, and task allocation is carefully organized to avoid delays. The process of performance assessment ensures that employees possess the necessary skills for their roles and encourages them to innovate in solving problems. Furthermore, communication with the public is

made inclusive through specialized training that addresses the needs of various groups, including those with disabilities. The support from office facilities and teamwork enables the employees to accomplish their tasks efficiently despite the

challenges they face in their work environment.

In conclusion, the employees of Rutan Kelas 1 Tangerang unanimously agreed that education and training play a vital role in enhancing their skills and overall performance. The effectiveness of the training programs is attributed to competent instructors, varied teaching methods, and job-relevant content. Additionally, teamwork, effective communication, and office facilities contribute to improving work efficiency and effectiveness. Employees are also expected to be innovative, creative, and capable of minimizing errors while serving the public inclusively, despite facing various challenges. These findings emphasize the importance of well-managed training programs and leadership in improving service quality and productivity in the workplace.

CONCLUSIONS

This study confirms the vital role of education and training in improving employee performance at Rutan Kelas 1 Tangerang. The research findings highlight that relevant and well-managed training programs significantly enhance employee competencies, enabling them to perform their tasks effectively and adapt to dynamic work environments. Key success factors include the alignment of training content with job responsibilities, the use of engaging teaching methods, and the provision of adequate organizational support. Furthermore, fostering teamwork and communication through training positively impacts workplace efficiency and service quality. To optimize these outcomes, continuous evaluation and strategic planning of training programs are essential. This research contributes valuable insights for government institutions aiming to enhance employee performance and public service delivery.

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