

Management of Education in Package C Equivalence Education in the Prison (A Case Study in Class IIA Prison of Bekasi)

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Abstract -The objective of this research was to understand comprehensively the management of education implemented in the package C equivalent education. It was a qualitative research with a case study method (explanatory case study) conducted in the class IIA Prison of Bekasi in 2012 until 2015. The data was collected through participant observation using interview, observation, document study, and recording. Mechanism of data analysis consists of data collection, data reduction, data display, and conclusion drawing/verification. The data analysis and interpretation indicates that (1) Planning is arranged with coordination of both team work, unfortunately, external customers and supervisor were not involved; (2) Decision making process used group decision making, in which mostly driven by consensus of both team work and without intervention of both head of institution; (3) Team work is formed formally by joint team work consist of representatives of SKB and class IIA Prison of Bekasi, team work runs effectively. The findings lead to recommendation to maintain this joint team work in order to the sustainable package C equivalent education will still continue in class IIA Prison of Bekasi. It's also recommended that some improvement needs to be taken.

Index Terms -Equivalent package C education, planning, decision making and team work

1 INTRODUCTION

Every human being needs education in their life. Education is an effort to improve someone's and community's potency through learning or other methods recognized or admitted by community. In the constitution of the Republic of Indonesia 1945, as stated article 31, act (1) every citizen has the right to get education, and act (3) the government must make an effort and carry out one national education system to improve faith and piety as well as noble behavior in order to educate the citizen as arranged in the law.

Education is one of important factor to develop human resource. Therefore, education needs to get high priority in every country, includes in Indonesia. Based on Indonesia Law No. 20 in 2003 about national Education System, stated in Chapter VI, article 13 stated that types of education is classified into formal education, nonformal education and informal education which fit up one to others.

In the reality, formal education is more familiar in the society than nonformal and informal education. Nevertheless, the quality of Indonesian's education quality can't only be relied on formal education, but needs to be supported by nonformal and informal education.

Equivalent education is type of nonformal education with the same standard of passing competency as applied in formal school, but the content, context, methodology and approaches to reach the standard of competency used more applied, thematic, inductive which is related to society's problems and train learners for work oriented program or be entrepreneurship.

Equivalent package C education is defined as nonformal education program which is equal to senior high school/Madrasah Aliyah for everyone who have problems to

join formal education or interested and choose equivalent education to finish their education. In other words, equivalent package C education is an alternative in the types of nonformal education, which is designed to overcome learners (equal to senior high school/vocational school/Madrasah Aliyah) problems' which can't join formal school because of several reasons, and for adults who want to full fill the need for education which can't be carried out through formal education, or for them who choose equivalent education on purpose.

Equivalent package C education is purposively addressed to citizen who have limitation in social, economy, time, opportunity and geographical problem. Based on the result of interview conducted with head of senior high school curriculum section of Education department, found that data collected in 2014, achieved that 1.100 of students in Bekasi regency is dropout. Then, in 2015 number of students who were dropout increase become 1.428 students. 624 from them were senior high schools/vocational schools/Madrasah Aliyah students.

The dropout of thousand students was not only caused by the high cost of education, but also caused by several causes such as helping the economic problem of family, criminal problems and many other

Realizing that education is the right for every human being, includes the people who were prisoned because of criminal problems, education department of Bekasi regency through SKB (Sanggar Kegiatan Belajar) conducted cross sectorial and joint program with some institutions includes class IIA Prison of Bekasi to deliver equivalent education to the prisoners.

The practice of package C equivalent education in class IIA

prison of Bekasi has been conducted for six years. It was started in 2009, but until now, there is no evaluation and comprehensive study regarding to the management and implementation of equivalent package C education conducted.

Management of education in equivalent package C education conducted in class IIA prison of Bekasi was different with the management of education of equivalent package C education conducted by PKBM. In which, PKBM is independent in carried of their education program. Meanwhile, Management of education in equivalent package C education conducted in class IIA prison of Bekasi was conducted by joint program by SKB Bekasi regency as representative of government of Bekasi and representatives from prison itself.

Therefore, the management is collaborative. It can be seen in the pattern of planning, decision making, and team work implemented in equivalent package C education conducted in class IIA prison of Bekasi.

In general, public wanted to know the quality (output) of students who have graduated from the program of nonformal education. As well as the impact of equivalent package C education conducted in class IIA prison of Bekasi towards the welfare of the graduation and people around. Furthermore, it is important to evaluate the management and implementation of equivalent package C education conducted there. Is it effective the management which involved joint team work which was cross institution in the case of equivalent package C education conducted in class IIA prison of Bekasi? What are the problems faced by the two institutions in implementation of the collaborative team work and what are the supporting factors contributed to the success of the program for the last three years? What are the factors hindrance in the management and implementation of equivalent package C education conducted in class IIA prison of Bekasi.

2 FOCUS AND SUB FOCUS

Focus of this research was management of education in equivalent package C education conducted in class IIA prison of Bekasi, West Java Province.

Based on the above focus, this research was specifically conducted to evaluate three components in management of equivalent package C education. They were:

1. Mechanism of planning implemented in equivalent package C education conducted in class IIA prison of Bekasi.
2. Mechanism of decision making in equivalent package C education conducted in class IIA prison of Bekasi.
3. Process of team work in equivalent package C education conducted in class IIA prison of Bekasi.

3 ADVANTAGE OF RESEARCH

The advantages of this research was classified into theoretical advantages and practical advantages.

1. Theoretical Advantages
 - a. As additional reference regarding to management of nonformal education
 - b. As input source for evaluation of equivalent package C education
 - c. As additional reference to strengthen existing concept

of management of nonformal education

2. Practical advantages
 - a. As input source for operator of equivalent package C education conducted in class IIA prison of Bekasi
 - b. As input source for SKB of Bekasi regency in making evaluation of equivalent package C education conducted in class IIA prison of Bekasi.
 - c. As reference to improve the management of equivalent package C education conducted in class IIA prison of Bekasi.
 - d. To give information about the process of planning and organizing conducted by operator of equivalent package C education conducted in class IIA prison of Bekasi.
 - e. To know the process of decision making conducted by operator of equivalent package C education conducted in class IIA prison of Bekasi.
 - f. To know the mechanism of team work conducted by operator of equivalent package C education conducted in class IIA prison of Bekasi.

4 LITERATURE REVIEW

A. Management of Equivalent Package C Education

Schermerhorn (2010) stated that "management is the process of planning, organizing, leading and controlling the use of resources to accomplish performance goals". More detail, Dessler (2001) described management in two perspectives: (1) collectively to the managers of an organization, (2) to the study of what manager do. In addition, Robbins and Coulter (2007), explained that management involves process of coordinating and overseeing the work activities of other so that their activities are completed efficiently and effectively.

Management of education is defined as an comprehensive process of carrying out work effort between two people or more or a collective action to empower all resources (personnel and material) effectively, efficiently, and rational to achieve the objectives of education (Akdon, 2009). Management of education is a typical management towards the whole institutional needs in education effectively and efficiently. Management of education is one of component in a contextual system in which all the subsystem is related each other. Management of education includes activities to achieve the goals that have been decided.

Legal standing for program of equivalent package C education is the constitution of the Republic of Indonesia 1945, as stated article 31, act (1) every citizen has the right to get education, and act (3) the government must make an effort and carry out one national education system to improve faith and piety as well as noble behavior in order to educate the citizen as arranged in the law. Confirmed by the law no. 20 in 2003 regarding to National Education System, part V, Nonformal Education, article 26, act (3) stated that nonformal education includes life skill education, early childhood education, youth education, women empowerment education, literacy education, job training education, equivalent education program, as well as other education program which is directed to develop learners' skills and competence.

Those legal standing is also supported by some regulation

such as government regulation No. 19 in 2005 regarding to Standard of National Education, government regulation in 2010 regarding to Management and Carrying out of Education which specifically describes function, level, learners and other components of equivalent education program.

Equivalent education (package C) equals to senior high school program. This package program is aimed to continue and extend 9 (nine) years basic education program as well as to prepare learners become member of society who are able to make reciprocal relation with social environment, culture, and their surrounding in order to develop their capability in work place and prepare them self to study in university

As a system, equivalent package C education program has some components in which related and supported each other. These components are inseparable unity and integral. There are 9 important components which support equivalent package C education program: (1) Learners, (2) instructor and education staff, (3) management/operator, (4) Curriculum, (5) Learning facilities, (6) Learning process, (7) Learning sites, (8) Evaluation, (9) Learning outcome.

B. Planning

Schermerhorn (2010) stated that "planning is the process of setting objectives and determining how to accomplish them". Proceeded, Robbins & Coulter (2007) specifically explained "planning involves defining the organization's goal, establishing an overall strategy for achieving those goals, and developing plans for organization work activities. It's concerned with both ends (what's to be done) and means (how it's done)". Rue & Byars (2000) "planning is process of determining what needs to be achieved in certain period of time and what needs to be done to achieve them".

Concerned the above concept, we can take a conclusion and synthesize that planning is basic process in an organization in which management decides organization goals' and ways to achieve them both method and strategy that will be implemented for certain period of time. In this assumption, planning means put an effort to utilize resources available to achieve organization goals'.

Planning is process of determining objectives or targets that aimed to be achieved and deciding ways and resources needed to achieve the objective as effective and efficient as possible. In every planning, there are always three activities which can be classified, but can't be separated. They are: (1) Determining objectives which wants to be achieved, (2) Selecting program to achieve objectives, (3) Identifying and distributing resources.

By combining some references and literature, planning itself has many advantages, such as:

1. Helping management to be adaptive with environmental changes and improve focus and flexibility.
2. Helping the process of crystallization of adaptation towards main problems by doing coordinated effort.
3. Helping manager to understand the whole organizational picture clearly.
4. Helping to set up distribution of work duty and responsible effectively to avoid over lapping job.
5. Giving assistance to give order to operate

6. Helping to make coordination and controlling easier.
7. Making the organization goals' are clear, specific and easy to understand.
8. Minimizing the negative effects of change.
9. Saving time, effort, and money and avoid work postpone

Planning gives focus on identifying specific outcome or target that want to be achieved. Planning covers clear plan which is statement of ways of action which will be taken and implemented to achieve goals targeted.

Schermerhorn (2010) proposed 5 steps which need to be done in the process of planning, they are: "(1) defines your objectives, (2) determine where you stand vis-a-vis objectives, (3) Develop premises regarding future condition, (4) Analyze alternatives and make a plan, (5) Implement the plan and evaluate results

C. Decision making

Decision making in traditional perspective is closely related to model of decision making commonly executed by central authority and the decision is implemented by subordinates. In this context, participation of operational and technical personnel is low. In education system, internal and external environment changed rapidly and become more complex.

Robbins (2002) stated that "Individuals at all level and in all areas of organization makes decision. That is they make choices from two or more alternatives". Schermerhorn (2010) "decision making process begins with identification of problem and ends with evaluation of implemented solution".

Decision making is conducted to solve problems. Problem itself is gap between expectation and reality. Decision making needs data and information as the basic component both from internal and external.

High quality of decision making needs information (data which is made to take decision making) with high quality as well both in quality and quantity. Therefore not all decision is easily made and taken. Therefore, decision making highly needs good information and available when it is needed.

Good and useful information in management fulfill the following criterion:

1. Timely, the information is available when needed; it meets deadlines for decision making and action.
2. High quality, the information is accurate and it is reliable; it can be used with confidence.
3. Complete, the information is complete and sufficient for the task at hand; it is as current and up to date as possible
4. Relevant, the information is appropriate for the task at hand; it is free from extraneous or irrelevant materials
5. Understandable, the information is clear and easily understood by the user, it is free from unnecessary detail.

Making good decision making is a must for a manager, because quality of managerial decisions have big impact towards the success or the failure of the organization.

Decision making is not only made by management, but also by every individual in the organization make decision making, but in different level and scope

Experts gave their concept regarding to process of decision making. Robbins & Coulter (2007) explained that decision making is a process chain which each chain is interconnected in the

following steps: (1) Identifying a potential problem, (2) Identifying decision criteria, (3) Allocating weight to the criteria, (4) Developing alternatives, (5) Analyzing alternatives, (6) Selecting an alternative, (7) Implementing the alternative, and (8) Evaluating decision alternatives. Similarly, Schermerhorn (2010) proposed comprehensive process of decision making as follow: (1) Identify and define the problem, (2) Generate and evaluate alternatives solutions, (3) Choose a preferred course of action and conduct the "ethics double check", (4) Implement the decision, and (5) Evaluate results

D. Team Work

Complexity of works and responsibility in an organization need good practice of organizing both in formal and informal ways. So that the organization responsible is not fully loaded to manager or leader moreover to a single personnel.

A complex task will be easier and lighter if it is conducted by organizing personnel/human resources into team which is given specific task to establish team work.

Schermerhorn (2010), defined "a team is a collective people who regularly interact to pursue common goals". While team works is defined as process of people actively working together to accomplish common goals. Team can be established into formal and informal team. Formal team is formed by organization which has designed and specific task force. In this type of team, behavior and attitude is conditioned to attain organization goals. Meanwhile, informal team is more social. This group is naturally formed in team work as a respond to the need of interaction and social contact. This type of team mostly formed because of the similarity or the same interest or based on friendship.

The success of team work is relied on the personnel capability in managing interpersonal process and relation. Participation is the key success of team work. Participation in team work or group gives chance and opportunity to get comprehension in 4 aspects. They are: (1) Socialization skill which facilitates team objectives', (2) Team/group characteristic which effects the ability to overcome problem and make decision making effectively, (3) Dynamism of small group/team, and (4) management of conflict and negotiation.

Suharjuddin (2012), leader or manager plays important role in team work. A manager needs to play at least 4 roles in order to understand and control challenge in group and team work. Those roles are: (1) Team Leader, ruled as chairman of team or unit, (2) facilitator, ruled as peer leader and develop link and connection for specific task, (3) Member, ruled as member who contributes and give positive impact as member of a team, (4) Coach, ruled as external part who lead meetings to lead problem solving within team work.

Grouping process in the core of team work. It is characteristic in which member of team working together to accomplish the task given. Team work has many advantages, such as:

1. More resources available to solve problems
2. Increase creativity and innovation
3. Increase quality of decision making
4. Improve commitment towards jobs
5. Increase motivation towards collective action
6. Better control and better work discipline

The development of team work is very dynamic. Therefore, most of groups/teams are changed continuously and simultaneously. There are some variables influencing the development of team work, they are:

1. Manager's personality. Manager who feels comfortable and fit in working with subordinates and in the process of decision making tend to maintain the composition his/her existing team work. Meanwhile, when the manager concerning the team work is not effective and efficient, there is big chance of team work's member rotation
2. Manager's skills and ability. Ability of manager to organize problem solving well as to overcome conflict within group will create high participation of group members in finishing group tasks.
3. Organizational atmosphere. The condition of organization and organization culture contribute to the effectiveness of team work regarding to members involvement in group tasks.
4. Subordinates' personality. Members of team work are variety. The competence and characteristic are different. Committed personnel will have better involvement and creativity.
5. Size of Team and variety. Some subordinates have difficulty in working in big group and vice versa. Need to be noted that big team work is not always means easier to complete the task. Representative of minority and majority is necessary distributed in team work members.

Effective team work ideally conducts the following three aspect: "Perform its tasks, satisfying its members, and remain viable for the future". In the process of team work development, some experts delivered their concept. Robbins and Coulter (2002) explained the phase of team work building "Forming, storming, norming, performing and adjourning"

The first stage of group development in which people joint the group and then define the group's purposes, structure and leadership. Storming stage is characterized with intragroup conflict. Members accept the existence of the group but resist the control that the group imposes on individuality. Norming stage which is characterized by close relationship and cohesiveness. Performing is the last stage in the development of permanent work group. Temporary group such as committees, task forces, and similar group that have limited task to perform have a fifth stage, adjourning. In this stage, the group prepare to disband. High level of task performance are no longer the group's priority. Instead, attention is directed at wrapping up activities. Responses of group members vary at this stage.

5 METHODOLOGY

A. Locus and Time

This research was conducted in class IIA prison of Bekasi, West java Province, Indonesia. Duration of study is quiet long due to qualitative research focuses on finding real facts instead of describing data. Field observation and process of data collection was conducted for 10 months.

B. Method and Procedure

This research used qualitative research with case study approach. Case study research is a qualitative approach in which the investigator explores a bounded system (a case) or multi bounded system (cases) over time, through detailed, in-depth data collection involving multiple sources of information (e.g observation, interviews, audiovisual material, and documents and report), and report a case description and case based them.

Case study was selected to identify contemporary events if the events can't be manipulated. The case study used in this research was explanatory case study with participant observation.

Steps of this research followed main steps as suggested by Bryan: (1) determining research question in general, (2) selecting relevant locus and subject of research, (3) collecting relevant data, (4) analyzing data, (5) interpreting the data, (6) working on conceptual and theoretical work, (7) concluding research result and writing research report.

Phases of this research were divided into three phases: (1) pre field observation, (2) Field observation and data collection, and (3) analysis data.

C. Data and Source of Data

Data of this research was taken from various sources (management, instructor, learners, public figure and other relevant stakeholders) by using triangulation data to make sure the reliability of the data. Main informant in this research was administrator of equivalent package C program in class IIA prison of Bekasi with total 7 people.

In this qualitative research, the main instrument or research tool is the researcher itself. Technique of data collection used in this research were observation, interview and documentation as well as making field note. Field notes contain all information about researcher activities on the day when data taken, starting from beginning to the end of the visit.

E. Technique and Procedure of Data Collection

Principal of data analysis used in this research was ongoing process by using technique of data collection used model as suggested by Miles and Huberman: (1) data reduction, (2) data display, and (3) conclusion drawing/verification. Procedure of data

validity covered credibility (internal validity), transferability (external validity), dependability (reliability) and confirmability (objectivity).

6 RESEARCH RESULT

A. General Description of Research

Class IIA prison of Bekasi was officially inaugurated in October 30th 1995 by the President of Republic of Indonesia, Mr. Suharto. It was built in an area with total 17.213,72 meter square in Bekasi with total capacity 1084 prisoners. This sort of prison has maximum security system with sufficient facilities such as administration office, rehabilitation rooms, praying rooms, art room, kitchen, hall, sport facilities and others. Various positive activities are conducted there, includes education

Table 1. Number of prisoners

No	Year	Total	Range of Age (in year)		
			15-24	25-44	>45
1	2012	1.754	354	1.213	187
2	2013	1.894	462	1.042	390
3	2014	2.034	498	1.315	221
4	2015	1.598	512	998	88

Source: class IIA prison of Bekasi

Preceded this education program, there was MoU conducted by national education ministry and law and human right ministry in 2008 and followed by MoA between class IIA prison of Bekasi and government of Bekasi in the early of 2009.

Class IIA prison of Bekasi has carried out equivalent package C education program since 2009. The following table is number of prisoners participating in the program.

Table 2. Number of equivalent package C education program learner

No	Year	Total of learners
1	2010	22
2	2011	26
3	2012	23
4	2013	42
5	2014	50
6	2015	37

In the context of equivalent package C education program, teaching and learning schedule and process is flexible and based on the situation. The schedule is fitted with other activities because there had been some programs already programmed.

The interest of prisoners for education is high. It is proven by their willing to join the class, eventough they were not registered learners. In fact many of them join the class and put their attention to the instructor.

During the observation, founded that not all program learner can complete the program until the national examination because of some factors.

The carrying out of equivalent package C education program was based on the MoA signed in 2009. The pilot project was conducted in 2009 and then evaluated and finally both SKB and class IIA Prison of Bekasi were agree to continue this positive program. First of all, team work was established by putting representative from both organization and each team work member hot mandate form the organization through decision letter.

The team work was consist of 4 representatives from SKB and 3 representatives from class IIA Prison of Bekasi. Interestingly, the seven members of team work were women and was set up not on purpose. The team worked based on job description which had been discussed and agreed together. This team work was very effective and they succeed to create sense of family within them. This information was found during the observation and result of nonformal interview with all main informan.

A. Findings

1. Mechanism of Planning

Through observation, interview as well as study of documentation conducted by researcher during the process of data collection, some interesting facts were found:

- a. Planning is conducted periodically and short term in nature.
- b. The process of arranging plan of equivalent package C education program was managed by representatives from SKB of Bekasi.
- c. Representatives from class IIA prison of Bekasi gave input and information needed.
- d. Proposal of planning involved objectives, procedure, strategy, technique, and learning plan and target of output.
- e. All steps in planning of equivalent package C education program were run collaboratively by team work.

2. Mechanism of decision Making

In the process of decision making was very dynamic. Through observation, interview as well as study of documentation conducted by researcher during the process of data collection, some interesting facts were found:

- a. Process of decision making related to the carrying out of equivalent package C education program in class IIA prison of Bekasi was conducted by discussion to get consensus.
- b. In the process of consensus in decision making, sense of togetherness and brotherhood and sense of family was very dominant.
- c. Decision making was never be done through voting system.
- d. Institutional leaders from both SKB and class IIA prison of Bekasi had never intervened the process of decision making.
- e. Decision making was always effectively communicated by both representatives.

3. Process of Team Work

Team work was the third sub focus of the research. Through observation, interview as well as study of documentation conducted by researcher during the process of data collection, some interesting facts were found:

- a. Team work's composition was taken from representatives of both SKB and class IIA prison of Bekasi who were involved in the carrying out of equivalent package C education program.
- b. At the beginning, the team work was involved in distrust condition, suspicious and more over they pout other representatives.
- c. During the time, the team work run very harmonic and compact in many situation
- d. In the implementation of team work, members had never been involved in a very serious problem, moreover to individual problem or clash.
- e. The team work already had clear job descriptions and distribution of authority.

7 DISCUSSION

a. Planning

Based on findings that research had found during the process of data collection, planning was important in the implementation of equivalent package C education program in class IIA prison of Bekasi.

The success of carrying out of equivalent package C education program in this locus was strongly effected by clear planning which was set up together.

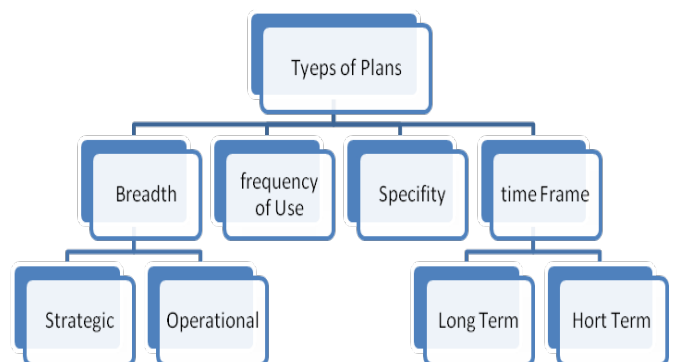
Schermerhorn (2010) explained that planning is the process of setting objectives and determining how to accomplish them . This concept was very good implemented by administrator of equivalent package C education program in class IIA prison of Bekasi. In which the basic framework of planning process was based on collective goals, not institutional goals which were represented by their institution representatives. The main issues discussed in planning making process was the most effective ways and strategy to achieve collective goals which was transparent, accountable and quality of equivalent package C education program.

Strategy to achieve goals was discussed together. The discussion process was very relax and full of joys. The steps of planning conducted is in line with the concept developed by Robbins & Counter (2009), "planning involves defining the organization's goals, establishing strategies for achieving those goals, and developing plan to integrate and coordinate work activities. It's concerned with both ends (what's to be done) and means (how it's done).

Regarding to research findings in the mechanism of planning, the planning was arranged in informal ways with short term duration (planning was made for 6 months period). It was more oral consensus rather than written. The planning was made based on real situation for learners in prison and very operational. The strategic plan followed the strategic plan which had been arranged by PNFI regional I Bandung.

The planning developed in equivalent package C education program is suitable with the model of planning as developed by Robbins & coulter (2009)

Figure 1. Types of Plans Robbins & coulter (2009)



Based on the finding, concept and types of planning as stated by Schermerhorn, types of planning conducted in carrying out equivalent package C education program in class IIA prison of Bekasi was short term planning. In his explanation, stated that short term planning covers one year or less activity . Specifically, he used terminology of short range plans.

Based on characteristic found, planning conducted used operational plans. This is in line with the concept as stated by Robbins and Coulter (2009), plans that encompass a particular operational area of the organization are called operational plan. A very operational plan was the other characteristic of equivalent package C education program in class IIA prison of Bekasi. Focus on the specification, the planning implemented in this program used directional plan. Directional plans are flexible plans that set out general guidelines. They provide focus, but don't lock managers into specific actions. In terms of intensity, planning applied in the program was standing plan, which is type of continuous plan and provide guidelines towards repetition activities.

Planning is not something managers do while working alone in quite room, free from distraction, and at scheduled time. It is an ongoing process, often continuously done even while dealing with an otherwise busy and demanding work setting. And like other, decision making in organization, the best planning is done with active participation of those people whose effort will eventually determine whether or not plans are well implemented. This characteristic was in line with the argumentation of Schermerhorn (2010).

Based on the condition found and study of document, the steps of making Plan as implemented in the program used steps as suggested by Schermerhorn (2010), they: "(1) defines your objectives, (2) determine where you stand vis-a-vis objectives, (3) Develop premises regarding future condition, (4) Analyze alternatives and make a plan, (5) Implement the plan and evaluate results

Process of making plan as researcher found during observing equivalent package C education program in class IIA prison of Bekasi was commonly discussed in decision making process. This situation is possibly taken in parallel situation. This phenomenon has been explained by Dessler (2001), "you may notice that planning process parallels the decision making process; this make sense, since developing plans involving deciding today what you will do tomorrow. Both involve establishing objectives, developing and analyzing alternatives based on information you obtain, evaluating the alternatives and making a choice

b. Decision Making

Decision making which involves two different institutions which work together in carrying out equivalent package C education program in class IIA prison of Bekasi is interested to be discussed.

The assumption that decision making involves two different institution with the same level of hierarchy will meet severe problems, face many barriers and obstacles, full of seriousness and high tense is not seen in the process of decision making as observed by researcher during data collection.

As explained by Schermerhorn (2010), the decision making process begins with identification of a problem and ends with evaluation of implemented action. The same fact found in the implementation of decision making of the program. Decision making was conducted by representatives of SKB and class IIA prison of Bekasi preceded by identifying problem, then

ended by evaluating problem solving taken.

In fact, decision making regarding to equivalent package C program was commonly made in location (prison). It was based on agreement that decision making must be based on real data and situation. Decision making was made together with consensus principle in a very relax and joyful situation. Decision making was taken through meeting both formal and informal meeting.

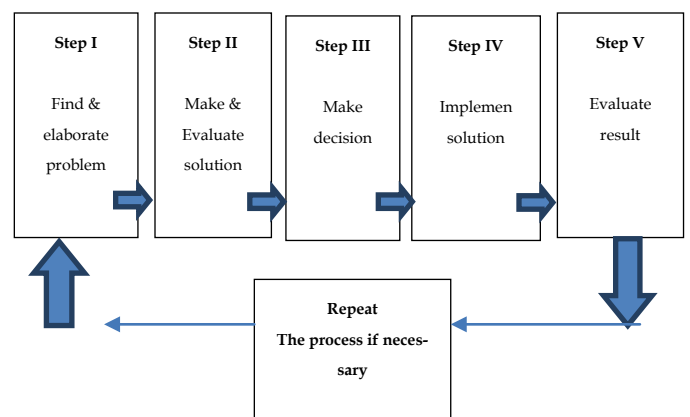
It is suitable with the concept of Schermerhorn, teams are often encouraged to achieve decision by consensus. This is where full decision leads to one alternative being favored by most members, and the others members agree to support it

The existing fact that decision making process implement group decision making, not individual decision making. It is a line with the concept of Schermerhorn, "due to the potential advantages, group decision making are well worth pursuing whenever time and other circumstances permit. Decision that involve team member make greater amount of information, knowledge and expertise available to solve problems...and importantly, team decision making increase the commitments of member to work hard to implement the decision they have made together

Decision making process implemented in the program is very short, simple and not wasting time, due to there was almost do debating, more over there was no intervention from both institution leader. It is in line as stated by Robbins and Coulter (2009), "the fact that almost everything a manager does involves making decision does not mean that decision are always time consuming, complex, or evident to an outside observer. Most decision making is routine

Due to decision making as implemented in carrying out equivalent package C education program was conducted in consensus, the same objectives, sufficient information was available, thus voting was never implemented. It is a line with the argumentation of Armstrong (1997) stated, "Most decision are reached by consensus in which it is clear that everybody is in general agreement and willing to go along. Formal voting is minimum, the team doesn't accept a simple majority as a proper basic for action

The following figure describes the process of decision making implemented in equivalent package C education program in class IIA prison of Bekasi



Steps of decision making as implemented in equivalent

package C education program in class IIA prison of Bekasi is a line with the steps as proposed by Schermerhorn (2010) the proposed comprehensive process of decision making as follow: (1) Identify and define the problem, (2) Generate and evaluate alternatives solutions, (3) Choose a preferred course of action and conduct the "ethics double check", (4) Implement the decision, and (5) Evaluate results

c. Process of Team Work

The team work was established as follow up towards MoA between SKB of Bekasi and Class IIA prison of Bekasi conducted in 2009. It was the commitment to work together and responsible for equivalent package A, B and C education program in class IIA prison of Bekasi.

The team work was consist of 4 representatives from SKB and 3 representatives from Class IIA prison of Bekasi. Particularly, the representatives from prison, they were selected from prison personnel who have education background.

As found during observation, proportional and professional team composition is one of important components in order to the team work could run effectively. Other interesting facts that the team work composition was consist of 7 members. All team members were women.

Katzenbach and Smith in Desser (2001) explained that effective team work don't have to be in big number, the best performing team generally have fewer than 25 people, and usually between 7 and 14. Differently, Colquitt and Wesson explained that "although making a claim about the absolute best size is impossible, research with undergraduate students concluded that a team member tend to be more satisfied with their team when the number of members is between 4 and 55

Based on the process and purpose of team work, the team work as implemented in equivalent package C education program in class IIA prison of Bekasi is categorized formal team. It is a line with the concept as proposes by Robbins and Coulter (2001), formal team work are work group that are defined by an organization's structure and have designed work assignment and specific task directed at accomplishing organizational goals. Task group is groups composed of individual brought together to complete a specific job task; their existence is often temporary because when the task is completed, the group disband

In the process of team work development, the team work development is a line with Robbins and Coulter (2002) explained the phase of team work building "Forming, storming, norming, performing and adjourning.

The team work composition in which all 7 members are women make the team have the passion and easily coordinated. It is suitable with opinion of Shaffer & Kipp (2007) who stated that women are more likely than men to display covert forms of hospitality towards others by snubbing or ignoring them by trying to undermine their relation or social status

8 CONCLUSION

The success of carrying out equivalent package C education program in class IIA prison of Bekasi can't be separated from the good planning implemented. The planning was arranged

collaboratively by both institution and involved all team work members and competent other stakeholders such as learners and supervision from PNFI. Proposal of short term planning was generated in a flexible planning.

Decision making was conducted together by team work with consensus based. The decision making is in the form of group decision making and there was not voting taken to decide decision. Decision making was conducted in very relax and joyful situation, not time consuming because common goals are put in priority rather than institutional goals.

Composition of team work was proportional and ideal which consist of 4 representatives from SKB of Bekasi and 3 representatives from prison. In the process of team work development, the team had never met serious storming phase, because the team already work together in pilot project before. Harmony and sense of family is clearly captured in the reality. Adjourning phase will not be happened soon in a very short time.

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