



ISSN Print: 2394-7500
ISSN Online: 2394-5869
Impact Factor: 8.4
IJAR 2022; 8(2): 267-272
www.allresearchjournal.com
Received: 12-12-2021
Accepted: 21-01-2022

Emilda Lapinda
Post Graduate Program,
Manado State University,
Indonesia

Henny N Tambingon
Post Graduate Program,
Manado State University,
Indonesia

Roos MS Tuerah
Post Graduate Program,
Manado State University,
Indonesia

Corresponding Author:
Himani Kumar
Post Graduate Program,
Manado State University,
Indonesia

Management of counseling guidance services at special children development institute Tomohon city, north Sulawesi province

Emilda Lapinda, Henny N Tambingon and Roos MS Tuerah

Abstract

This study aims to analyze the factors that influence the management of counseling services at the Tomohon Special Child Development Institute (LPKA) in Tomohon. The method used is qualitative research. Data collection techniques using the method of observation, interviews, and documentation studies. The results of the study indicate that first, counseling and guidance services have been carried out with management planning, organizing, implementing, and evaluating. Second, organizational management is carried out by dividing the position, authority, duties, functions, and responsibilities of each party. Third, implementation management is carried out by dividing the implementation individually and in groups. Fourth, evaluation management is carried out with regular and incidental meetings. Fifth, the obstacle to the implementation of service management is the limited human resources and facilities. Sixth, efforts to overcome obstacles have been carried out by structural officials and implementing employees.

Keywords: Management, guidance, services, counseling

1. Introduction

Children are the hope of the nation, on their shoulders are all the ideals of the nation and as the next generation, children are one of the human resources that have a strategic role for the development and future of the nation. Children are expected to become quality human beings, able to lead and maintain national unity and integrity in the Unitary State of the Republic of Indonesia and the 1945 Constitution. It is further stated that children's rights are part of human rights that must be guaranteed, protected, and their needs met by parents, families, communities, the state, and the government, as well as local governments without exception even though children are in conflict with the law. By law, children who are victims of criminal acts and children who are witnesses to criminal acts are entitled to be given guidance with the aim of developing their personality and intelligence level according to their interests and talents.

Cases of unlawful acts that occur in children do not look at social and economic status, or it can be said that unlawful behavior by children does not only occur in children with poor family backgrounds or the education of the child's parents are low but cases of law violations also often involve children from affluent family backgrounds are also highly educated. If you pay attention, the behavior of this tendency to violate the law occurs in children, which is caused by many factors, for example, the lack of serious attention and supervision from parents or families on physical, mental and social development in children. Because of this, it can drag the child into committing acts or actions that can harm him either intentionally or unintentionally.

From the point of view of criminology, it has been proven that the causes of children committing criminal acts are different from the causes of adults who commit criminal acts. For children, the element of education must be prioritized, not punishment like adults. Criminals that are threatened against adults who commit crimes cannot be carried out against children who commit crimes. Guidance and counseling is a process of assistance services that must be given to children who have problems with the law, both individually and in groups in order to achieve an optimal level of development and independence based on applicable norms. Implementation of guidance and counseling in an organized manner

through the organization of guidance and counseling. Guidance and counseling services will achieve the goals and are right on target as well as effective and efficient need to be based on management.

The new paradigm in viewing children in conflict with the law is by paying attention to the rights of children to play, learn, receive protection, guidance, and recreation and remove the elements of punishment that are retaliatory in nature. Adjustments were made where the scary-looking Child Correctional Institution was changed to the Child Special Guidance Institute (LPKA). Children who are in conflict with the law are treated as special fostered citizens while still paying attention to the rights and needs of the child, so that the child can develop himself and later on returning to the family and community can become a better and useful person.

Management of guidance and counseling services means cooperation to determine, interpret and achieve the goals of guidance and counseling services by implementing the functions of planning (planning), organizing (organizing), drafting charms (staffing), direction and leadership (leading) and controlling (controlling). Guidance and counseling as an organization, as a service provider process will achieve its goals if it supported by management. Therefore, the management of guidance and counseling services is very important. The management of this guidance and counseling service will be increasingly important in implementing the guidance and counseling program at the Child Special Guidance Institute. LPKA Tomohon carries out its duties and functions in providing guidance to children in conflict with the law. Although LPKA Tomohon has tried to carry out optimally coaching, it still faces obstacles in providing guidance and guidance to children in conflict with the law, for example the lack of professionals in the field of guidance and counseling in providing guidance to children, the lack of guidance and counseling functions starting from from planning, organizing, implementing and evaluating to achieve effective and efficient goals in the Tomohon Special Child Development Institute (LPKA).

The main problem is how and to what extent the management of guidance and counseling services at the Child Special Guidance Institute. Therefore, the author is interested and wants to explore further about the problem of Guidance and Counseling Management at the Tomohon Children's Special Guidance Institute with the title: Management of Counseling Guidance Services at the Tomohon Children's Special Guidance Institute (LPKA) in Tomohon. The purpose of this research is to find out the following things:

1. Management of Planning, Organizing, Implementing Supervision and Evaluating Guidance and Counseling Services at the Tomohon Children's Special Guidance Institute?
2. Obstacles in the implementation of Guidance and Counseling Service Management at the Tomohon Children's Special Guidance Institute?
3. Guidance and Counseling Service Management Efforts at the Tomohon Children's Special Guidance Institute?

2. Literature Review

2.1 Management Concept

Management comes from the English language "to manage" which means to manage, regulate, manage (Gomes 2000: 1)

[7]. In contrast to the opinion of Jazuli (2001: 34), the word management comes from the verb to manage, which means to regulate, manage, and control something. Management is an activity, its implementation is called management and the person who does it is called a manager. Individuals who become managers handle new tasks that are entirely managerial. Stoner in T. Hani Handoko (2015: 8) explains that management is the process of planning, organizing, directing and supervising the efforts of organizational members and the use of resources, other organizational resources in order to achieve predetermined organizational goals. Management can mean the achievement of goals through the implementation of certain functions. There are five most important management functions, namely planning, organizing, staffing, leading and controlling organizational activities.

According to George R. Terry, (1997: 222), who is the father of Management Science, he formulated the following managerial functions, including: Planning, which is to determine the work that must be carried out by the group to achieve the goals that have been set. Planning includes decision-making activities, because it includes the selection of decision alternatives. Organizing (organizing) includes dividing the components of activities needed to achieve goals in groups, dividing tasks to a manager to hold groupings, and assigning authority among groups or organizational units. According to Terry in Nawawi (2011: 54) [10], there are four management functions that are widely known to the public, namely the planning function, the organizing function, the actuating function, and the controlling function. Meanwhile, according to Tuerah (Learning management is the ability of teachers in planning lessons, organizing learning, implementing learning, and monitoring/evaluating learning.

The concepts of management in organizations that are usually put forward by experts are as follows:

- a. Management as a Science. Management as a science is a field of science that seeks systematically to understand why and how humans work together to achieve goals and make this collaboration useful for humanity.
- b. Management as an Art. Management as an art is an art to achieve maximum results, thus to achieve prosperity and happiness for leaders and workers who provide the best possible service to the community.
- c. Management as a Profession. Management as a profession is a field of work that has the expertise and skills as a cadre, leader or manager in an organization.
- d. Management as a Process. Management as a process is a process consisting of typical planning, organizing, controlling, and implementing actions in which each of these fields uses knowledge and expertise that is followed sequentially in an effort to achieve the goals and objectives set.

2.2 Service Concept

Service is an effort to serve the needs of others by obtaining rewards (money) or services. According to the Moenir, service is the process of meeting needs through the activities of others directly (Moenir 2005:16). These needs include physical needs, social needs, and psychological needs (Agus Sulastiyono, 2002:41). Endar Sugiarto stated that service is an action taken to meet the needs of other people

(consumers, customers, guests, clients, patients, passengers and others) whose level of satisfaction can only be felt by those who serve and those who are served. Employee service behavior is an individual action (employee) to meet the needs of others (guests or consumers). Optimal service will give satisfaction to the other person. The benchmark of good service through meeting the needs and desires of guests. Assessment of service quality is determined by guests as users of these services. According to Kotler (2008:83), the notion of service is any action or activity that one party can offer to another that is essentially intangible and does not result in any ownership. According to Fandy Tjiptono (2012: 4) ^[5] service can be seen as a system consisting of two main components, namely service operations which are often invisible or unknown to customers (back office or backstage) and service delivery which is usually visible. (visible) or known to the customer (often called the front office or frontstage).

Based on the above understanding, it can be concluded that service is a form of certain system, procedure or method that is given to other people, in this case, the customer's needs can be fulfilled in accordance with the expectations or desires of customers with their level of perception.

2.3 Guidance and Counseling Concept

Guidance and Counseling is a translation of the terms guidance and counseling in English. The word "guidance" comes from the verb to guide which means "to show, guide, guide, or help" (Hallen 2005: 2) ^[8]. In accordance with the term, guidance can be interpreted in general as assistance and guidance, but not all assistance is defined as guidance. According to Shertzer and Stone, guidance is the process of providing assistance to individuals to be able to understand themselves and their environment. According to Rochman Nata Widjaja, "guidance is a process of providing assistance to individuals that is carried out continuously, so that the individual can understand himself and can act naturally in accordance with the demands and circumstances.

Winkel (2005:27) ^[19] defines guidance: first, efforts to equip individuals with knowledge, experience, and information about themselves. Second, ways to provide assistance to individuals to understand and use efficiently and effectively all the opportunities they have for their personal development. Third, a kind of service to individuals so that they can make choices, set goals appropriately, and develop realistic plans so that they can adapt themselves satisfactorily in the environment in which they live. Fourth, the process of providing assistance or assistance to individuals in terms of understanding themselves, connecting their understanding of themselves with the environment, choosing, determining, and preparing plans according to their self-concept and environmental demands. The definition of guidance put forward by experts provides a complementary understanding of one another. Therefore, to understand the meaning of guidance, it is necessary to consider some of the meanings put forward by the following experts:

1. According to Frank Parson, 1951 that guidance is assistance given to individuals to choose, prepare for and assume a position, and get progress in the position he chooses.
2. According to Chiskolm, guidance helps individuals to better recognize various information about themselves.

3. According to Bernard and Fullmer, 1969 that guidance is an activity that aims to increase the personal realization of each individual.
4. The notion that is not much different is also put forward by Mathewson, 1969 that guidance is education and development that emphasizes a systematic learning process.
5. General purpose guidance and counseling aims to help students achieve optimal developmental tasks as God's creatures, socially and personally. Furthermore, the purpose of guidance and counseling is to assist individuals in achieving: Happiness in personal life as God's creatures, productive and effective life in society, living together with other individuals, harmony between their goals and abilities. The general objective of guidance and counseling services is in accordance with the objectives of education, as stated in the 2003 National Education System Law (UU No. 29 1 20/2003), namely the realization of a complete Indonesian person who has noble character, has knowledge and skills, physical and spiritual health, a strong and independent personality, and a sense of responsibility to society and the nation. In particular, guidance and counseling services aim to help students achieve developmental goals covering personal-social, learning, and career aspects.

3. Research Method

The research method used by researchers in this study is a qualitative method. According to Creswell (2016: 255) ^[4] qualitative research is a type of research that explores and understands meaning in a number of individuals or groups of people originating from social problems. In general, qualitative research can be used for research on people's lives, history, behavior, concepts or phenomena, social problems, and others. One of the reasons why using a qualitative approach is the experience of researchers where this method can find and understand what is hidden behind phenomena that are sometimes difficult to understand. The type of qualitative research used by researchers in this study is a case study. This type of case study research is appropriate as a method to answer the questions in this study, namely to determine the factors that influence the Guidance and Counseling Management at the Child Special Guidance Institution.

Data collection methods used in this study are as follows:

- a. Observation. In this study, the researcher uses a systematic observation technique, where the researcher has guidelines and boundaries to be observed and the researcher also participates in the daily activities of the subject. The researcher also made observation guidelines regarding the subject's self-development abilities.
- b. Interview. Interviews were conducted in a semi-structured manner, where the researcher used a framework of questions to be asked and these questions could develop so that researchers could obtain as much information as possible about the subject's self-development abilities.
- c. Documentation Study. Documentation studies can be taken in the work program of the Head of the Child Special Guidance Institute (LPKA), the work program of the head of the guidance and care section and other documents that are in accordance with the research

The researcher then analyzes and interprets the data from the descriptive description which is associated with the

theory, then makes a comparison between research subjects by looking at the similarities and differences in each category.

4. Result and discussion

4.1 Description of the research site

The Tomohon Special Child Development Institute (LPKA) as an institution for fostering children who are under the law always strives to provide guidance for inmates so that after undergoing the fostered period children can return to the community and carry out activities like other children and realize the mistakes they have made. One of the coaching programs implemented is to provide guidance and counseling services. Counseling services for fostered children require good management, the following is an explanation of the data obtained based on observations, interviews, and document review.

In accordance with changes in the regulations of the Directorate General of Corrections at the Ministry of Law and Human Rights, the juvenile correctional facility has changed to a special child development institution (LPKA). So that with this change, children who come into contact with the law will get good educational guidance. This LPKA accommodates children who are in contact with the law so that they can be fostered both in formal and informal education, with the synergy of other work equipment. The Special Child Development Institute (LPKA) will build a system that emphasizes the provision of special coaching assistance to children who are in child correctional facilities.

4.2 Management of Planning, Organizing, Implementing Supervision and Evaluating Guidance and Counseling Services at the Tomohon Children's Special Guidance Institute

Directing is an effort to move the members of the organization or company in such a way that they are willing and trying to achieve the company's goals and objectives to the fullest. The directive management at LPKA Tomohon is carried out by the head of the institution and the officials under him in charge of each service unit acting as a motivator for the implementers or functional officials who carry out their duties and are in direct contact with the fostered children to carry out each service optimally in accordance with the guidelines so that it is expected that what is the function this institution can be achieved properly.

According to Terry in Nawawi (2011:54) ^[10], control can be defined as the process of determining what is achieved, measuring, and correcting implementation activities and if necessary taking corrective action so that implementation can proceed according to plan. Guidelines for the treatment of children at LPKA state that the supervision of the coaching program is carried out by guardians/caregivers, direct superior officials at LPKA and community advisors.

a. Supervision by guardian/caregiver. Guardians/caregivers intensively supervise children directly during coaching activities. The guardian/caregiver records the results of the development development and reports to the supervisor in the coaching section at least once a month or according to conditions and needs.

b. Supervision by direct supervisor. Officials in the coaching section supervise the overall program implementation and report to the head of the LPKA. The head of the LPKA is

also obliged to directly supervise the implementation of the program.

c. Supervision by Community Advisors. The Community Counselor supervises the implementation of the coaching program to ensure the recommendations and program planning given to the guidance children.

4.3 Obstacles in the implementation of Guidance and Counseling Service Management at the Tomohon Children's Special Guidance Institute?

The According to Hasibuan (2013:2) management consists of six elements (6 M), namely men, money, methods, materials, machines, and markets. If these 6 elements are met properly then the implementation of management in an organization will run well, but on the contrary if these elements are not fulfilled properly it will cause obstacles to the implementation of the management of an organization.

The main obstacle to the implementation of guidance and counseling services is the lack of Human Resources (HR) or functional employees implementing guidance and counseling services. This is reflected in the number of functional employees implementing guidance and counseling services, which only consist of three employees and of the 3 employees only 1 has a psychology degree, while the other 2 are not. This of course affects the lack of mastery of services provided by service implementers and guidance and counseling for the children under construction. Another obstacle faced is the supporting facilities used by the guidance services which are still minimal, for example the lack of complementary tools for the implementation of services and guidance, this is due to the absence of special budget items allocated for guidance and counseling service activities.

4.4 Guidance and Counseling Service Management Efforts at the Tomohon Children's Special Guidance Institute?

The purpose of management according to Siswanto (2012:28) is something to be realized, which describes a certain scope and suggests direction to a manager. The main aim of management is to secure maximum results with minimum effort & resources. Management is basically concerned with thinking & utilizing human, material & financial resources in such a way that it will produce the best combination. The Tomohon Children's Special Guidance Institute in carrying out its duties and functions shows that to cover the shortage of staff implementing guidance and counseling services, structural officials often take part in acting or provide guidance and counseling services to fostered children either by the head of the institution, the general head of the sub-section, the head of coaching, the head of education. and guidance. This is done to cover the shortage of guidance and counseling service providers considering that this guidance and counseling service program must be given to the fostered children every day. Another effort is to propose to the government through the ministry of law and human rights in the North Sulawesi region to provide a formation for the procurement of functional staff implementing services and guidance in the hope that one day the institution will get new employees who are qualified to meet the needs of human resources for implementing guidance and counseling services.

Facilities and Infrastructure Implementation of Guidance and Counseling Services Based on the observations carried

out, it was shown that to cover the constraints of infrastructure facilities, often employees implementing guidance and counseling services used simple facilities that resembled the facilities that should be used so that even though they were simple, the fostered children could more easily understand the guidance and counseling service program. counseling carried out. Another effort is that the agency proposes to the government to get assistance with facilities that can support the implementation of guidance and counseling services.

5. Conclusion

Based on the research findings and discussion, the following conclusions can be drawn:

1. The management of planning, organizing, implementing and evaluating guidance and counseling services at the Class II Tomohon Special Child Development Institute (LPKA) has been implemented since its establishment in 1981. This is evidenced by the availability of guidelines for the implementation of guidance and counseling services and infrastructure such as space to carry out guidance and counseling service activities. Management planning is made to involve officials who are related and competent with guidance and counseling services including the head of the institution, the general head of the sub-section for coaching, the head of the education and community development division as well as functional officials implementing guidance and counseling services. At this planning stage, not only do they prepare supporting facilities or pre-facilities for the implementation of guidance and counseling activities, but the main thing is to prepare human resources, namely functional officers of guidance and counseling services as the main implementers of activities. Relevant structural officials instruct the agreed guidelines to be applied to the guidance and counseling service program for fostered children at the Class II Tomohon Special Child Development Institute (LPKA).
2. The management of organizing guidance and counseling services at the Class II Tomohon Special Child Development Institute (LPKA) is clearly illustrated in the organizational structure of the institution. Based on this structure, it is clear that the position and authority, duties, functions and responsibilities as well as coordination among all related parties are clear. The organization of this institution is also in accordance with the guidelines issued by the Ministry of Law and Human Rights as the institution where the Class II LPKA Tomohon is sheltered. Cooperation and coordination among all parties related to the implementation of guidance and counseling services is highly expected to achieve the goals set in planning management
3. Management of the implementation of guidance and counseling services at the Class II Tomohon Child Special Guidance Institute (LPKA), where the process of implementing guidance and counseling services for the fostered children who implements guidance and counseling serves the fostered children both individually and in groups. Guidance and counseling services are carried out every day from 10:00 to 15:00. Guidance and counseling services not only individually

but also through groups so that good interactions are expected among group members.

4. Management of evaluation of guidance and counseling services at the Class II Tomohon Special Child Development Institute (LPKA) is usually carried out through meetings that discuss the extent to which the implementation of guidance and counseling services for fostered children is also input for the organizers regarding the obstacles encountered in the implementation of guidance services, and counselling.
5. Obstacles in the implementation of Guidance and Counseling Service Management at the Tomohon Children's Special Guidance Institution, namely the limited human resources as providers of guidance and counseling services where LPKA class II Tomohon currently only has three implementing guidance and counseling services, of these three implementers only one who has a qualification as a psychology graduate. Another obstacle is the limited infrastructure to support the implementation of guidance services where until now there is no special budget available to support the implementation of guidance and counseling services.
6. Efforts to overcome obstacles in the management of Guidance and Counseling services at the Tomohon Children's Special Guidance Institute in accordance with the above constraints, to overcome these problems is to involve structural officials as executor of guidance and counseling services while trying to propose formations for the appointment of new employees who are qualified. As for the limitations of supporting facilities, guidance and counseling services are carried out by using simple media that can resemble real media so that the target children can understand the guidance and counseling program provided. Another effort is to propose the procurement of infrastructure through a proposal made with the hope that in the future the supporting facilities for the implementation of guidance and counseling services can be fulfilled properly.

6. References

1. Agus, Sulastiyono. *Manajemen Penyelenggaraan*. Bandung: Alfabeta. 2011.
2. Moenir. *Manajemen Pelayanan Umum*. Jakarta: Bumi Aksara. 2011.
3. Chiskolm. *Bimbingan Konseling*. 1994.
4. Creswell John W. *Research Design ; Pendekatan Metode Kualitatif dan Kuantitatif Campuran ; Edisi Keempat*. Yogyakarta: Pustaka Berlayar. 2016.
5. Fandy Tjiptono. *Kualitas Pelayanan*. 2012.
6. George R Tery. *Dasar-dasar Manajemen*. 2011.
7. Gomes. *Manajemen Sumber daya Manusia*. Yogyakarta: Andi Offset. 2000.
8. Hallen. *Bimbingan Konseling ; edisi revisi*. Jakarta: Quantum Teaching. 2005.
9. Moenir. *Manajemen Pelayanan Umum di Indonesia*. Jakarta: Bumi Aksara. 1998.
10. Nawawi. *Manajemen Sumber Daya Manusia*. Yogyakarta: Gadjah Mada University Press 2011.
11. *Peraturan Menteri Hukum Dan HAM Pasal 3 No 18 Tahun*. 2015.
12. Poerwandari EK. *Pendekatan Kualitatif untuk Penelitian Perilaku Manusia*. Jakarta: Perfecta. Lpsp3.ui. 2009.

13. Shertzer dan Stone. *Fundamental of Counseling*. Boston: Houghton Mifflin Company Winkel. 1974.
14. Hani Handoko T. *Manajemen edisi kedua*. Yogyakarta: BPFE. 2016.
15. Tambingon N, Henny. The Influence of Principal Leadership Style and Teacher Work Motivation on the Performance of Certified Teachers at SMA Negeri Kotamobagu, North Sulawesi, Indonesia. *Journal of Education and Learning*. 2018;12(3):357-365.
16. Tuerah RMS. Penguasaan Materi Pembelajaran, Manajemen dan Komitmen Menjalankan Tugas Berkorelasi pada Kinerja Guru SD di Kota Tomohon. *Jurnal Inovasi dan Teknologi Pembelajaran*, Nomor 2, April 2015, hlm. 2015;1:137-154.
17. Undang – Undang Republik Indonesia No 3 Tahun 1997.
18. Undang – Undang Republik Indonesia Pasal 105 Nomor 11 Tahun 2012
19. Winkel WS. *Bimbingan dan Konseling*. Jakarta: Gresindo. 2005.