#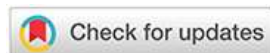 RESIDENTIAL ROOM PLACEMENT STRATEGY AS AN EFFORT TO PREVENT PRISONER RESISTANCE IN CLASS II B WARUNGKIARA CORRECTIONAL INSTITUTION

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ABSTRACT

Overcapacity in prisoner in Indonesia is a potential serious problem such as prisoner resistance. This study intend to analyse the strategy of residential room placement as a means to prevent prisoner resistance in Warungkiara Class II B Correctional Facility. This research uses a descriptive qualitative method involving in-depth interviews with prison officials and prisoners to gain a comprehensive understanding of the dynamics that occur within the institution. The results show that Warungkiara's Prisoner has implemented a placement strategy based on various criteria, including gender, age, criminal offence, and coaching needs. The research identifies several significant obstacles, such as high levels of overcrowding and staff shortages that impact the effectiveness of the placement strategy, creating challenges in maintaining security, order and increasing the potential for resistance among prisoners. The study concludes that the proper prisoner rooms can serve as a preventive measure in reducing the risk of prisoner resistance.

Keywords: Prisoner Room Placement; Prisoner Resistance; Prison; Overcapacity

INTRODUCTION

In implementing a coaching programme, it is also necessary to prioritise security aspects in its implementation, as explained in Pasa1 1 point 13 of the Correctional Act states 'Security is all forms of activities in the context of preventing, prosecuting, and restoring security and order disturbances held to create safe and orderly conditions in state detention houses and correctional institutions.' The security aspect of prisons is intended as a form of providing a sense of security to prisoners and officers. Security in this case includes violence between prisoners, rebellion, resistance, deviation, escape and all actions that cause security and order disturbances that can even threaten someone's life. The importance of the security aspect is because when unwanted things happen that threaten security & order disturbances in a prison, resulting in the entire coaching programme that is usually implemented will be hampered and even not running. In the context of correctional institutions, all forms of security maintenance and prevention are crucial and very important factors in the correctional institution environment.

Prison security and order is a dynamic situation for prisoners, which makes it one of the assessments of the implementation of the correctional programme, in an effort to achieve the correctional goal must begin with the guarantee of security, order, and tranquility in the prison. This is what makes an expertise and ability to foster and develop the potential of correctional officers in order to handle and prevent all forms of kamtib disturbances and other disturbances that can disturb and disturb the wider community, officers and even the prisoners themselves.

Based on the Government Agency Performance Report (LAKIP) in 2022, it explains that the Security and Order indicator of the Correctional Technical Implementation Unit is divided into two, namely Security & Order. 'Security' is all a series of implementation in the scope of security that comes from security disturbances & emergency or dangerous conditions. Then 'Order' is a form of implementation of security activities and how security efforts are sought in helping to realise order in prisons and detention centres. Security has four components including Security from Disasters or Disaster, Fulfilment of the Rights of Prisoners, Protection of SARA and Security from Violence. Then Order has three components including Prevention, Enforcement and Emergency Countermeasures.

Security disturbances are conditions or situations that threaten the order and security of an area or community. Security disturbances can be caused by various factors, such as criminal acts, law violations, illegal liquor circulation, or social instability (Balitbang Kumham, 2016). KAMTIB disturbances or so-called security & order disturbances can lead to prolonged conflicts and raise the potential for violence that has a negative impact on prisons, even from several cases that occur related to kamtib disturbances that occur in prisons can result in victims, such as damage to prison infrastructure even to correctional officers or other prisoners. The peak of kamtib disturbances that can occur is in the form of riots that occur in residential rooms or blocks, with the potential for disturbances that can occur, as a correctional officer should be able to find out the causes that trigger a riot in order to get a solution so that it can be avoided or minimised.

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The process of placing prisoners in residential blocks or rooms, the prison must consider various types of risks when placing a prisoner. The strategic role of prisoner placement in managing and preventing resistance within prisons. Emphasising that the right placement can create an environment that supports the coaching and rehabilitation process. As referred to in Article 36 paragraph (4) of Law No. 22 of 2022 concerning Corrections, namely 'The placement of prisoners is grouped based on age & gender, or other reasons in accordance with the risk & needs assessment conducted by the Correctional Assessor'. What is meant by other reasons in the explanation of Article 36 paragraph 4 include, among others, the need for prisoner development, the risk of escape, the risk of danger to others and the mental, physical and psychological health of prisoners.

Based on the Regulation of the Minister of Law and Human Rights Number. 33 of 2015 (Security at Correctional Institutions and State Detention Centres) in paragraph 8 letter l which states that 'Placement in the framework of "Security" is an effort to prevent security & order disturbances in prisons or detention centres'. This placement is intended as a prevention of security and order disturbances, which include violations of discipline,

escape, threat to their lives, endanger the lives of others, have the potential to develop crime networks and threaten the stability of state security.

Based on Permenkumham Number 35 of 2018 concerning 'Correctional Revitalisation' the implementation of prisoner development can be carried out based on risk and security, which is then classified, super maximum security prisons, maximum security prisons, medium security prisons, and minimum security prisons.

Correctional Institution (Lapas) is an agency, unit or place that functions as an implementer of guidance for prisoners and foster children, before the prisoners and foster children are returned to the community. Lapas is a place to improve oneself for a criminal who is labelled as a 'criminal'. Prisoners and foster children become subjects just like humans in general who at a certain time can commit an act of error or crime intentionally or not which causes them to be subject to criminal punishment (Aji, 2023).

Resistance is a form of thought that lies in between about fighting for something and has a goal as a middle ground action against that thought. Resistance is considered cultural because it is a form of self-realisation in expression and behaviour in a day society (Wijayanti & Mahsun, 2022). Resistance that always appears as a form of reality of life activities for prison residents, it can even clash with existing regulations. Forms of resistance of prisoners in prisons that often occur such as rejection of officers, violation of rules, resistance to rebellion which results in riots, even it is considered an important element in the implementation of the correctional system in Indonesia. Therefore, based on this understanding, an identification is needed regarding how efforts to overcome or prevent resistance that is often carried out by a prisoner while serving his sentence in a correctional institution, and it is hoped that later Correctional Officers can minimise, anticipate and prevent the occurrence of resistance or greater resistance from prisoners and the risk of a rebellion in prison. Then there have not been many researchers on the application of strategies in the placement of residential rooms as an effort to prevent resistance carried out by prisoners in prisons, so on this basis the authors are interested in conducting research related to 'Residential Room Placement Strategies as an Effort to Prevent Prisoner Resistance at Warungkiara Class II B Correctional Institution'. It is hoped that by analysing the strategy of placing prisoners' residential rooms, it can facilitate and assist in the implementation of a more effective and efficient correctional process and all forms of resistance or resistance can be prevented by paying attention to the placement of prisoners.

LITERATURE REVIEW

Geoff Mulgan's strategy theory emphasizes the systematic and long-term efforts of public agencies to achieve public goods through the careful use of resources and authority. Strategy, in a broad sense, refers to a planned course of action with future-oriented goals designed to influence decisions and human resources over time. According to Mulgan, "Public strategy is the systematic use of public resources and powers, by public agencies, to achieve public goods." His focus on public strategy highlights its role in guiding governments and policymakers in formulating strategies that serve the common good. Strategy serves as a framework for regulating the use of available resources and authority to shape policies that prioritize the public interest (Mulgan, 2009). In this regard, strategy can be defined as a method or design by a leader aimed at achieving long-term goals for an institution or organization, accompanied by a set of actions that ensure the realization of these goals as planned.

Mulgan's approach to strategy breaks it down into five key indicators. The first is Purpose, which refers to the desired outcomes or goals that an organization strives to

achieve. Purpose provides direction and focus for activities, plans, or efforts within an organization. These goals can be short-term, medium-term, or long-term, depending on the organization's context and timeframe. Purpose is vital as it aligns the organization's efforts toward fulfilling its mission. Without a clearly defined purpose, organizational efforts can become scattered and ineffective. Therefore, the realization of purpose becomes an essential need that must be fulfilled to achieve the intended outcomes.

The second indicator is Environment, which calls for a thorough analysis of both the internal and external environments in which an organization operates. A strategic analysis of the environment is crucial in identifying potential obstacles and assessing the organization's capacity to implement its strategy. Understanding the environmental context helps to anticipate challenges that may arise and offers insight into how external conditions, such as market trends or regulatory changes, can impact the effectiveness of the strategy. By evaluating these factors, an organization can better position itself to navigate uncertainties and adapt its approach to meet external demands.

Direction, the third indicator, involves setting strategic priorities and identifying the appropriate targets to meet organizational objectives. It refers to the guidance or instructions provided to ensure that all actions align with the overall mission. Direction plays a critical role in coordinating efforts, motivating team members, and ensuring effective communication across all levels of the organization. By establishing a clear direction, organizations can avoid ambiguity and focus their resources on the most important areas for achieving success. Strategic direction ensures that all actions taken are in line with the organization's long-term vision and that every member understands their role in realizing the common goals.

The fourth indicator is Action, which outlines the specific steps or measures that need to be taken to achieve the organization's goals. Action involves concrete steps, activities, or initiatives undertaken by individuals or groups within the organization. In this phase, the theoretical strategy is translated into practical execution. This could include policy implementation, operational adjustments, or decision-making processes that help to bring the strategy to life. Effective action is critical for turning strategic plans into tangible outcomes, ensuring that the organization moves toward its goals in a deliberate and coordinated manner.

Lastly, Learning is an ongoing process by which organizations gain new knowledge, skills, and understanding through the strategies they have implemented. This indicator emphasizes the importance of continuous evaluation and feedback. Learning allows organizations to assess whether the strategies they have used remain relevant or require adjustments. By evaluating previous actions and outcomes, organizations can refine their approach, improve decision-making, and stay adaptable in a dynamic environment. Learning ensures that the organization evolves and grows over time, maintaining its capacity to respond to changes and achieve its objectives more effectively.

In summary, Geoff Mulgan's strategy theory serves as a framework for public policymakers, providing guidance on how to use resources and authority to benefit the public. The five indicators—Purpose, Environment, Direction, Action, and Learning—offer a structured approach for organizations to plan, execute, and refine their strategies, ensuring that they remain focused on achieving their long-term goals.

METHOD

Qualitative research methods are often employed when the goal is to explore complex human behaviors or social phenomena that cannot be easily quantified or generalized. Creswell (2008) defines qualitative research as a process that involves studying a

particular issue or problem. Creswell further explains that this approach emphasizes the creation of knowledge from either a constructivist perspective—where experiences, social values, and history are used to develop theories or knowledge patterns—or a participatory perspective, which is oriented towards political, collaborative, or change-driven issues (Fiantika, 2022). David (2004) adds that qualitative research is particularly useful for understanding human behaviors in ways that go beyond empirical generalizations. It is designed to provide a deep understanding of the subject under investigation, without seeking to produce generalizations, offering rich insights into specific cases or contexts (Fiantika, 2022).

In qualitative research, the researcher engages in deep observation and data collection. This process aims to provide detailed knowledge about the subjects and objects under study, followed by data analysis to create patterns or frameworks. The results of qualitative research are often presented as written reports or presentations that reflect participants' views, researcher reflexivity, descriptions, and interpretations. These outcomes contribute to the development of knowledge that can be built upon in subsequent research stages. A key feature distinguishing qualitative research from other methods is its focus on in-depth investigation and the subjective experiences of participants, which provides unique insights into human behaviors. For this reason, qualitative research was chosen to explore the implementation of strategies for placing inmates as a measure to prevent resistance among inmates in Warungkiara Class II B Penitentiary.

The research design employed in this study is qualitative descriptive. Through this design, the researcher aims to analyze the strategies used in placing inmates to prevent resistance within the penitentiary. The qualitative method is applied through a series of steps, including interviews, observations, and documentation related to the research focus. This study also involves conducting field observations and using secondary data sources to support the analysis. By employing in-depth interviews and direct observations, the research updates earlier findings and adapts them to current conditions. The researcher draws upon new knowledge gained from recent events, ensuring that the analysis is relevant to contemporary contexts.

Data collection techniques in qualitative research typically involve multiple methods, each serving a distinct purpose. Observation is a fundamental technique, allowing researchers to enter the field and directly observe subjects or phenomena. It involves gathering information by immersing oneself in the research context to observe behaviors, events, or interactions. According to Lareau (2021), observation is crucial for gaining firsthand insights and understanding how specific strategies for placing inmates are applied in the field. Another key method is the interview, where researchers engage in structured or semi-structured conversations to gather data. In this study, interviews will be conducted with prison staff to collect insights about inmate placement strategies. Lastly, the researcher will perform a literature review, examining existing studies to compare and contextualize the research findings.

Data analysis in qualitative research typically involves three stages: data collection, data reduction, and data presentation. The first stage, data collection, entails gathering all relevant information from interviews, observations, and other sources. Once collected, the data undergoes a reduction process, where irrelevant or redundant information is filtered out, leaving only the data that directly addresses the research questions. This step ensures that the analysis remains focused on the central topic. Finally, the data is presented, often in narrative, descriptive, or tabular forms, to make the findings

clear and accessible. The goal of data analysis is to draw meaningful conclusions and provide a comprehensive understanding of the research subject (Fiantika, 2022).

In conclusion, qualitative research provides a flexible and in-depth approach to investigating social behaviors and issues. By focusing on context, participants' perspectives, and researcher reflexivity, it allows for a rich exploration of the phenomena under study. The method's strength lies in its ability to generate detailed insights that are often missed by quantitative approaches. In this research, the qualitative method serves as a tool to explore inmate placement strategies as a way to prevent resistance in penitentiaries, offering a thorough and context-sensitive understanding of the issue at hand. The multi-stage data analysis process further strengthens the study's ability to draw reliable conclusions and present them clearly to relevant stakeholders.

RESULTS AND DISCUSSION

Placement strategy for residential rooms carried out by Class II B Warungkiara Correctional Facility

The placement of residential cells in Warungkiara Penitentiary serves multiple purposes, primarily aimed at facilitating the rehabilitation process for inmates while ensuring the security and safety of vulnerable groups among the inmate population. The classification system, based on gender, age, criminal offenses, risk level, and the rehabilitation programs they are involved in, helps to create an environment conducive to their personal development. This classification is also seen as a measure to prevent security disturbances and maintain order within the facility. By ensuring that inmates are placed in appropriate cell blocks, such as those designated for religious activities, it becomes easier for staff to focus rehabilitation efforts and cater to the specific needs of each group. This strategic placement aligns with institutional efforts to provide targeted education, rehabilitation, and ensure a safer environment for all residents.

Another essential factor in the placement of residential cells is the issue of security. This classification system is crucial in preventing resistance among inmates, which can arise from conflicts related to their background or criminal charges. Proper classification can prevent potential unrest or security issues from the moment inmates enter the facility. In overpopulated prisons, like Warungkiara, where the number of narcotics-related cases exceeds other crimes, this classification system becomes vital in managing inmate relations and maintaining peace. The facility has implemented these measures, although achieving perfect case-based placement remains challenging. Nevertheless, the current classification system based on factors like age, gender, and offense types continues to be an effective approach in maintaining order.

The environment within the prison, particularly the presence of officers in each block, plays a significant role in shaping inmate behavior. The presence of officers ensures constant supervision, which contributes to a sense of security among inmates. Knowing they are being monitored deters them from engaging in disruptive or illegal activities. Moreover, officers stationed in the blocks foster a sense of care and concern, as they are available to address the inmates' issues and report them to higher authorities. Regular monitoring and the visibility of the officers provide a sense of order, while also allowing for early detection of potential problems within the cell blocks. The officers' presence also helps mitigate peer influence among inmates, reducing the chances of group resistance or rebellion that might emerge due to dissatisfaction with the cell placements.

Guidance and socialization sessions provided to inmates upon their initial entry into the prison are also a crucial aspect of the placement process. These sessions inform inmates about the prison's rules, the classification system for cell placement, and other

regulations they need to follow. This orientation helps them understand the rationale behind their assigned cell and prepares them for their rehabilitation journey. It is important for inmates to be made aware of the procedures, as well as the significance of the classification system in helping to manage the facility and protect both staff and inmates. The prison's assessment procedures, conducted when inmates first arrive, are an essential step in determining the most appropriate placement based on factors such as health, criminal background, and personal risks.

Actions taken by the prison management to address resistance or non-compliance are primarily focused on a persuasive approach. However, when necessary, more decisive actions, such as cell transfers, may be undertaken to prevent disturbances to the rehabilitation process or threats to security. Persuasion and dialog are often the first steps taken by the officers to resolve any issues, but in cases where inmate behavior continues to pose a risk, stricter measures may be implemented. This could include transferring the inmate to a different cell or, in more serious cases, registering violations that could lead to further disciplinary actions. These measures ensure that resistance is addressed quickly and effectively, maintaining order within the facility.

Routine cell transfers, or "mutations," occur in the prison for several reasons, including changes in an inmate's status or behavior, or when an inmate requires medical care. These transfers are essential in managing security risks and ensuring that the cell placements remain suitable for the evolving needs of the prison population. Mutations also occur during incidents where security is compromised, or when certain inmates need to be isolated due to illness or other health concerns. The prison's management of cell assignments ensures that inmates are placed in the best possible environment for their rehabilitation while minimizing the potential for conflict or overcrowding.

Lastly, continuous evaluation of the placement system is integral to the prison's efforts to improve security and rehabilitation outcomes. Evaluations are carried out through regular inspections by officers, as well as through feedback from both staff and inmates. The assessment of overcrowded cells, conflicts among inmates, and other related issues informs decisions on how to improve the placement process. The ultimate goal of these evaluations is to create a safer, more effective rehabilitation environment. Inmates' behavior, especially after cell mutations

Obstacles in the implementation of the placement of residential rooms for prisoners applied at Class II B Warungkiara Correctional Facility

From the research conducted, several challenges have been identified that require evaluation from all parties involved. These issues range from overcapacity to lack of security personnel, insufficient security facilities, and internal resistance among inmates. These factors contribute to the complexity of managing a correctional facility like Warungkiara Class II B Prison. Based on the theoretical framework of strategy in the learning dimension, these challenges are discussed as follows.

One of the significant barriers in managing the correctional facility is the overcapacity of inmates, which poses a serious challenge in assigning rooms for the inmates. As explained earlier, the designed capacity of Warungkiara Class II B Prison is for 618 inmates. However, as of May 11, 2024, the actual number of inmates had risen to 1,291, more than double the intended capacity. Overcapacity occurs when the number of inmates exceeds the facility's limits, impacting various aspects such as health, hygiene, and rehabilitation. It also significantly affects the security level of the prison, making it harder to maintain order and safety. The process of updating inmate numbers, as shown

in Figure 4.15, is a crucial step in ensuring accountability and matching the reported number of inmates with those housed in the cells.

Another major issue is the shortage of security personnel. Each security team (or "rupam") consists of only 10 to 12 officers, leading to minimal supervision of individual blocks, as each officer is responsible for overseeing two to three blocks at a time. This inadequate ratio of officers to inmates creates a dangerous imbalance. While international standards suggest one officer for every 20 to 30 inmates, the reality in Indonesia can be far worse, with one officer overseeing more than 100 inmates. This mismatch in resources and responsibilities puts additional strain on security staff and increases the likelihood of security breaches. Figure 4.16 illustrates one of the security team briefings at Warungkiara, where 10 officers and 2 supervisory officers are present. Improving security requires not only more personnel but also training to ensure officers have the skills needed to manage such risks effectively.

The issue of inadequate security facilities is another significant concern. Without proper infrastructure and tools, correctional facilities are more vulnerable to escapes, smuggling of contraband, and other security threats. Ensuring that the living blocks and other areas are physically secure is essential for maintaining order within the prison. The documentation in Figure 4.16 highlights an inspection of security facilities, underscoring the importance of regularly checking and maintaining these resources. Without such facilities, the officers face high risks to their safety and the stability of the correctional facility is jeopardized.

Another challenge that arises from within the inmate population is internal resistance. When assigning new inmates to rooms, conflicts may occur among the inmates themselves. There are instances where existing inmates resist the entry of new ones, particularly if there are prior personal conflicts or if the new inmate belongs to a different group or faction. This is especially common in cases where the new inmate is involved in crimes such as sexual offenses, which are often viewed with hostility by other inmates. Persuasive communication is essential in these cases to ensure that all inmates can coexist within the facility. Figure 4.17 shows a documentation of an effort to mediate such internal conflicts, emphasizing the importance of proper inmate management to prevent escalations.

In conclusion, the management of Warungkiara Class II B Prison faces multifaceted challenges, from overcapacity to internal conflicts among inmates. Addressing these issues requires a combination of increased resources, such as additional personnel and improved security facilities, as well as strategic inmate management to ensure a safe and stable environment. Developing better infrastructure, enhancing training for security officers, and improving communication among inmates are critical steps to overcoming these barriers.

CONCLUSION AND SUGGESTION

Based on the findings and discussion in the previous chapter regarding the strategy of inmate room placement as an effort to prevent inmate resistance at Warungkiara Class II B Correctional Facility, several conclusions can be drawn. First, the Warungkiara Class II B Correctional Facility has implemented a strategy for placing inmates in rooms according to the legal provisions, while also considering the specific needs of the inmates. The placement process involves classifying inmates based on factors such as gender, type of offense, age, and other needs, including participation in rehabilitation programs. Additionally, the health conditions of inmates are taken into account, with those requiring special care being housed in designated cells. This classification system serves as an initial

step in preventing resistance or refusal from inmates, which could potentially disrupt security and order within the facility.

However, several challenges have been identified in the implementation of this room placement strategy. One major issue is the overcrowding of the correctional facility, where the number of inmates exceeds the intended capacity. Additionally, there are deficiencies in the number of security personnel, particularly those assigned to the residential block areas. This lack of human resources poses a challenge in maintaining proper supervision and safety. Furthermore, security facilities require regular maintenance to ensure they are functioning properly. These operational challenges hinder the smooth execution of the inmate placement strategy and highlight areas that need attention for future improvement.

Another significant challenge stems from the inmates themselves, where resistance or refusal is still observed in certain situations. Some inmates resist participating in activities organized by the facility, while others show resistance toward fellow inmates, particularly those involved in sensitive offenses such as sexual harassment. This intra-inmate conflict creates additional tension and can disrupt the overall environment in the correctional facility. Addressing these forms of resistance requires a nuanced approach that balances the safety and security of all inmates while maintaining the structured order within the facility.

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