

## CONFLICT MANAGEMENT IN HANDLING SECURITY AND ORDER DISRUPTIONS IN SIBORONG-BORONG CLASS IIB CORRECTIONAL FACILITY



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### ABSTRACT

*This study is based on the influence of social support on emotional control of prisoners at the Class IIA Pematang Siantar Penitentiary, which in several aspects is found to be concerned about the emergence of security and order disturbances due to the inability to control emotions. Employee work involvement is needed to support this study, while the trigger for negative emotions of prisoners is through the environment and officers around them. This study aims to determine the effect of social support on emotional control of prisoners at the Class IIA Pematang Siantar Penitentiary. The research method used is a quantitative method with a descriptive research type. The researcher used a sampling technique, namely simple random sampling, which then obtained 230 respondents. There are 35 statement items distributed using a questionnaire data collection technique. The data analysis techniques used are the normality test, simple linear regression test, significance test, and determination test, which are then processed using SPSS version 27. The results of the study showed that  $H_0$  was rejected and  $H_a$  was accepted, or there was an influence between transformational leadership and work involvement. The results of the determination test show that the influence of social support has a positive influence of 37.5% on the emotional control of prisoners at the Class IIA Pematang Siantar Penitentiary.*

**Keywords:** Social Support; Emotional Control; Influence; Disturbance Of Public Order



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## INTRODUCTION

The development of sentencing continues to assert its existence as a method of punishment that is fundamentally applied in society. It serves as a tool to organize community life towards a better direction. Essentially, this development originates from a punitive system focused on retribution and deterrence, which then evolves into a correctional system that aligns with the values and norms of humanity that are also progressively developing. This is facilitated by correctional institutions (Lapas) that serve as places for the realization of the goals of the correctional process itself (Aulia et al., 2019).

Within a correctional institution (Lapas), life differs significantly from the outside community, particularly concerning values, norms, and social order. Therefore, it is essential to carefully examine and study the issues arising within (Welta & Agung, 2017). The conflicts present in each Lapas have their own backgrounds. These manifest as disturbances to security and order, often referred to as riots, deliberately instigated by inmates to demonstrate their power or social aspirations. This represents a goal and form of the conflict.

Inmates have their own orientations in realizing their social aspirations and upholding their social values within the Lapas, influenced by the social dynamics within the correctional institution and compounded by various complex issues. Various incidents of disturbance and security issues occurring in correctional institutions are national-scale problems in Indonesia (Wibowo, 2018). This is due to the correctional system, once known as imprisonment in Indonesia, being comprehensive across all existing Lapas, making it highly susceptible to such issues. When inmates first enter a correctional institution, they undergo a phase where they must adapt to the harsh, confined, and rigid environment, along with the loss of privacy and freedom, which inevitably impacts their mental health. This ongoing adaptation process can also lead to mental disturbances, although not all inmates experience psychological trauma during their incarceration.

Overcrowding can lead to various factors that disrupt security and order in Lapas. One crucial issue is the emergence of conflicts among inmates. Riots occur as a result of the overcrowded conditions faced by nearly all Lapas in Indonesia, necessitating further in-depth investigation into both the immediate impacts and the long-term potential consequences (Al & Lushiana, 2017). Overcrowding in Lapas also leads to various deviations in the implementation of services and the provision of rights to inmates. For instance, rehabilitation programs intended for inmates may not be optimally implemented. Various rights that should be granted to inmates must be carried out under severely limited conditions. Minimal facilities and infrastructure do not support the effective and consistent operation of programs.



**Table 1**  
**The Number of Prisoners and Detainees in the Technical Implementation Unit (UPT)**  
**in North Sumatra**

No	UPT	Total
1	LAPAS KELAS I MEDAN	2765
2	LAPAS KELAS II A BINJAI	1840
3	LAPAS KELAS II A LABUHAN RUKU	1922
4	LAPAS KELAS II A PANCUR BATU	550
5	LAPAS KELAS II A PEMATANG SIANTAR	1621
6	LAPAS KELAS II A RANTAU PRAPAT	1312
7	LAPAS KELAS II A SIBOLGA	1126
8	LAPAS KELAS II B LUBUK PAKAM	1330
9	LAPAS KELAS II B PADANG SIDEMPUAN	767
10	LAPAS KELAS II B PANYABUNGAN	494
11	LAPAS KELAS II B SIBORONG-BORONG	630
12	LAPAS KELAS II B TANJUNG BALAI	1139
13	LAPAS KELAS II B TEBING TINGGI DELI	1385
14	LAPAS KELAS III BARUS	133
15	LAPAS KELAS III GUNUNG TUA	142
16	LAPAS KELAS III KOTA PINANG	259
17	LAPAS KELAS III KOTANOPAN	43
18	LAPAS KELAS III LABUHAN BILIK	143
19	LAPAS NARKOTIKA KELAS II A LANGKAT	1304
20	LAPAS NARKOTIKA KELAS II A P.SIANTAR	713
21	LAPAS PEMUDA KELAS III LANGKAT	739
22	LAPAS PEREMPUAN KELAS II A MEDAN	572
23	LPKA KELAS I MEDAN	35
24	RUTAN KELAS I LABUHAN DELI	1544
25	RUTAN KELAS I MEDAN	2168
26	RUTAN KELAS II B BALIGE	321
27	RUTAN KELAS II B HUMBAHAS	505
28	RUTAN KELAS II B KABANJAHE	334
29	RUTAN KELAS II B NATAL	32
30	RUTAN KELAS II B P.BRANDAN	389
31	RUTAN KELAS II B SIBUHUAN	71
32	RUTAN KELAS II B SIDIKALANG	333
33	RUTAN KELAS II B SIPIROK	148
34	RUTAN KELAS II B TANJUNG PURA	521
35	RUTAN KELAS II B TARUTUNG	292
36	RUTAN PEREMPUAN KELAS II A MEDAN	243

Source: sada.kemenkumham.go.id (North Sumatra Regional Office), 2024  
(data processed by the author)

The excess number of inmates beyond the room capacity leads to several factors that can disrupt security and order in correctional institutions (Lapas/Rutan), one of which is the potential for riots among inmates. This situation puts inmates in a state of psychological distress, compounded by prolonged stress from various other factors, driving them to engage in various disturbances to security and order, such as riots and rebellions, which ultimately become triggers for unrest.

However, it is important to understand together that the conflicts occurring within Lapas/Rutan have characteristics that differ from general social conflicts. There are several distinguishing characteristics. First, correctional institutions or detention centers are forms of isolated social environments, resulting in limited movement for inmates, making the staff the sole authority in its implementation. Second, inmates are individuals confined for breaking the law, which can be assumed to mean they are socially



problematic individuals. Third, the families of inmates play a crucial role in determining the success of rehabilitation and security programs. Fourth, there are limitations in the facilities and infrastructure supporting these programs (Rasuna et al., 2015).

In addition to the internal factors mentioned, there are also external factors, such as large-scale conflicts in certain areas that can trigger unrest in Lapas. Furthermore, social issues closely related to social groups that persist within Lapas and continuously seek recognition from other social groups can also provoke riots due to competing interests among these groups. Sykes (1958) explains in more depth that an important point is the "pain of imprisonment," or the suffering experienced by inmates while in a Lapas or Rutan. This suffering, both physical and mental, results from the deprivation imposed by authorities—in this case, the correctional staff—upon the inmates, which is a deeply painful experience on a personal level.

## **LITERATURE REVIEW**

Aprian and Wibowo (2021) concluded that security at the Class IIB Indramayu Correctional Institution still faces several challenges that need to be addressed, such as a lack of personnel, suboptimal facilities and infrastructure, insufficient knowledge training, and a lack of individual awareness among staff. Improvements in human resource management and increased individual awareness among staff are necessary to enhance security implementation in the institution. The article and this research being conducted aim for a safe and conducive environment in the correctional facility. The previous article emphasized the specific role of the guard team in managing security in the correctional facility, whereas the research focuses on conflict management in general regarding handling security and order disturbances in the facility without specifically targeting the guard team.

Robana and Wibowo (2022) contend the issues with the rehabilitation program that are not running effectively can be addressed using the fishbone diagram method. Following this, the four existing problems are represented by smaller bones in the fishbone diagram, which are the root causes of the issues. The problems are then analyzed to produce recommendations for addressing these issues. Essentially, these recommendations should be implemented to tackle the main problem, which is the unrest within the correctional facility. The article and this research being conducted seek strategies to prevent conflicts. This article uses the fishbone diagram method to analyze the root causes, while the second article focuses more on conflict management strategies for handling disturbances to security and order in the correctional facility.

Olorunmola et al.,s (2023) study indicate that the differential treatment between high-class and regular inmates within the correctional facility can lead to internal conflicts and chaos. Special treatment for high-class inmates can trigger feelings of alienation and dissatisfaction among regular inmates, which in turn may lead to protests, riots, and disobedience to institutional rules. The article and this research being conducted discuss ways to handle conflicts within correctional facilities. This article employs a research method that focuses more on the analysis of empirical data or surveys related to discrimination in inmate classification, while this research will consider a conflict management approach that involves interpersonal, psychological, or institutional strategies.

## **METHOD**

The method used in this study is a qualitative method. Creswell (2008) defines this method as an approach or exploration to investigate and understand a social



phenomenon. Qualitative research is a study used to examine community life and organizational behavior (Raco, 2018).

## **RESULTS AND DISCUSSION**

Inmates are individuals who serve a sentence due to the actions and mistakes they have made. This punishment involves a form of deprivation of liberty for a specific period based on the verdict or decision from a judge in court. According to Sykes, based on the "pains of imprisonment" theory, while serving their sentence, inmates automatically experience a unique atmosphere within the correctional facility, meaning that norms, values of life, and supervision methods are systematically different from those of people outside the correctional institution. This deprivation of liberty aims to make inmates aware of all the mistakes they have made and to prevent them from repeating their criminal behavior (Training, 2012).

The sentence that inmates must serve for a certain period requires correctional institutions to prepare and implement effective management of life to ensure that inmates remain under supervision and control by staff, preventing them from engaging in actions that could lead to disturbances in security and order. During their sentence, inmates experience deprivation imposed by the correctional institution. Deprivation is a form of tension arising from the discrepancy between what should occur (in this case, inmates living normally before being sentenced or involved in criminal cases) and the actual state of affairs (in this case, they are labeled as inmates, with many of their rights restricted and not free to act as they did before their criminal sentencing) (Lutfhi & Kodir, 2020).

In the theory of the pains of imprisonment explained by Gresham Sykes, there are at least five forms of suffering experienced by inmates during their time in a correctional institution, corresponding to the concept of deprivation mentioned earlier, namely:

1. Deprivation of liberty
2. Deprivation of goods and services
3. Deprivation of heterosexual relationships
4. Deprivation of autonomy
5. Deprivation of security

The removal of certain rights and the restriction of movement for inmates can lead to suffering and physical and mental pressure over a relatively long period, which may even have lasting effects after they are released and complete their sentences. This kind of suffering is often a precursor to cases of unrest and other security disturbances that frequently occur in many correctional facilities in Indonesia. However, there are also facilities that, for a considerable time, have not experienced significant unrest. The Class IIB Siborong-borong Correctional Institution is one such facility that has not faced major disturbances or significant security issues over an extended period.

## **Rehabilitation**

According to Law No. 22 of 2022 on Corrections, a correctional institution, hereinafter referred to as Lapas, is a place for the rehabilitation of inmates and juvenile offenders. A Lapas is a facility created by a state to serve as a place of punishment for individuals declared guilty by the court. It represents the final part of law enforcement through the criminal justice system for those who commit crimes.



In Indonesia, Lapas serves as the last stage of the criminal justice process, playing a distinct role that differs from other subsystems such as the Police, Prosecutors, and Courts. The punishment imposed on inmates in Lapas during their sentences takes the form of rehabilitation aimed at enhancing the quality of inmates (WBP), helping them recognize their mistakes, improve themselves, and avoid reoffending, so they can be reintegrated into society, actively participate in development, and live as responsible citizens, as mandated by Law No. 22 of 2022 on Corrections.

Therefore, while in Lapas, inmates are prepared through various rehabilitation programs that have been carefully designed by the facility to help them achieve the objectives of the correctional system mentioned earlier. The rehabilitation conducted at the Class IIB Siborong-borong Correctional Institution is divided into four main stages. The first stage is known as the AO (Admission Orientation) stage, commonly referred to as the "mapenaling" phase, which occurs from the time the inmate is sentenced until one-third of their sentence has been served. During this stage, maximum security is implemented by correctional staff through monitoring activities. In this phase, inmates are provided with knowledge and information about life in the Lapas, including regulations, social environment, and how to adapt to other inmates, as well as other essential information that will help them during their time in custody.

In the second stage, it is the initial rehabilitation phase from one-third to half of the prison sentence. During this stage, the inmates are under medium supervision. They are considered to have just begun to understand and familiarize themselves with all matters related to Class IIB Siborong-borong prison. In the third stage, there is advanced rehabilitation with a minimum level of security supervision. This stage occurs when the inmates have served half to two-thirds of their sentence, during which they start to receive rehabilitation programs that are suitable for them.

Lastly, there is the final rehabilitation stage, from two-thirds of the prison sentence until release. Various forms of integration programs, such as parole and others, are provided, involving many activities outside the prison. In this stage, they are trained to reintegrate into society, so that by the time they are actually released, they are prepared to rebuild their relationships and livelihoods in accordance with the objectives of the correctional system.

By implementing these four stages of rehabilitation within the correctional facility, it may serve as a working mechanism aimed at the rehabilitation of inmates. In this manner, inmates are nurtured and given rehabilitation programs so they can reintegrate into society and not reoffend. Considering that Class IIB Siborong-borong prison has a good history in terms of security and order disturbances, meaning it has not experienced major riots or significant rebellions for a long time, the rehabilitation programs implemented by the prison seem to be running smoothly and effectively. Based on data regarding major riot cases within correctional facilities in Indonesia from 2017 to 2024, there have been no major disturbances reported at Class IIB Siborong-borong prison.

This does not merely narrate the lives of inmates at Class IIB Siborong-borong prison. They also experience suffering similar to that felt by inmates in other facilities. There are various forms of suffering endured by inmates while in Class IIB Siborong-borong prison. One example is the limited sleeping space in their cells, where some even have to position their heads near the bathroom door. All individuals labeled as inmates within a correctional facility have no authority over their own lives while they are incarcerated. Their actions are regulated without any room for objection; when and how



to do something is dictated by the rules in place during their time in prison. The concept of a “total institution” refers to the erasure of the convict's identity.

This means that the correctional facility imposes new forms of identity on inmates, such as uniforms (for example, prison shirts), and they often receive new names or nicknames while inside (for instance, someone may be nicknamed “Jol” with a derogatory title related to their case of sexual abuse). Staff at the correctional facility also frequently commit various acts of violence, both physical and psychological, against the inmates. A “degradation ceremony” refers to the relationship between prison staff and inmates, representing a situation where inmates are humiliated in front of others. An example of a “degradation ceremony” is when new inmates are punished by being forced to squat upon entering the prison and then stripped for body searches and inspections of their belongings.

All such actions indirectly affect the psychological well-being of inmates as they serve their sentences in prison. The trust they have in themselves, as well as the trust their relatives place in them, along with the values previously instilled in them, will change drastically as they serve their time in prison. The prison provides a new identity to all inmates, forcing them to leave behind their previous identities from when they were free, such as uniforms and the nicknames given to them.

Additionally, they are indirectly compelled to abandon all the power and freedom they had before committing their crimes and stepping into the prison. This is because, during their time in prison, all forms of power and freedom transform into limitations that accompany them throughout their sentence.

The experience of Hendra also reflects the suffering or pain described by Sykes (1958) in his book *The Society of Captives* as part of the pain of imprisonment. This term originates from the deprivation and frustration experienced by inmates as they serve their sentences in a prison. In Sykes' observations, he noted that the suffering and pain endured by inmates are akin to being treated harshly by prison authorities. This is viewed as a punishment they must accept for their previous criminal actions. According to Sykes, the violence or unpleasant treatment experienced by Hendra during the early days in Class IIB Siborong-borong prison represents a form of deprivation of safety. The threat of losing a sense of safety is often felt continuously by inmates while they are in prison, especially the threat of physical violence from fellow inmates, and potentially even from the staff. This potential for physical violence is felt by all inmates, including those who rarely engage in violent behavior. Once someone is in prison, there will always be a group of inmates trying to assert dominance over their peers, which is a common occurrence.

Regarding the conditions at Class IIB Siborong-borong prison, there exists a situation where the prison continually demonstrates its authority over the inmates, particularly those who have just entered, by allowing some level of hazing that they must endure. However, this is still within the limits and supervision of the staff to prevent significant harm. This is done by the prison solely to provide a form of indoctrination to new inmates, teaching them to respect the staff and the other inmates who have already been serving their sentences. This is seen as a way to make it easier for the prison authorities to manage the new inmates.

On the other hand, the violence experienced by Hendra at the beginning of his incarceration illustrates the relationships among inmates. This relationship reflects efforts by long-term inmates to maintain their power and demonstrate it to new arrivals through their acts of violence. The conflict between long-term and newly arrived inmates represents a form of prejudice indicating that the presence of new inmates, if not pressured, would disrupt the power balance of the established inmate groups. They fear



that the new inmates could undermine their power or even establish a new form of authority. This also represents a form of conflict management among inmates.

Long-term inmates who have resided in Class IIB Siborong-borong prison for several years tend to try to instill the values, norms, habits, and cultures that have previously developed within the prison to the new inmates. Their goal is to ensure that the new inmates do not disrupt their established authority. This situation often does not attract much attention from the prison staff. For example, there is only one sports field in the middle of the inmate block that serves as a place for exercise and sometimes as a gathering spot. This area is also used for sports such as badminton and billiards. The field is insufficient to accommodate all the inmates who wish to engage in activities like futsal or volleyball. Some inmates often have to seek their own activities or simply gather to engage in other pursuits. When the afternoon sports time arrives, those who do not participate in futsal or volleyball often have no choice but to remain in their cells or watch from the sidelines. This situation requires supervision from the staff regarding their activities while in their cells, but the limited number of personnel means that the supervision is often minimal. Not only does this disrupt the series of rehabilitation programs prepared by Class IIB Siborong-borong prison, but the inadequate facilities also hinder the basic needs of inmates in their daily lives. For instance, the water supply is often low because it must be shared among several cells, and the staff toilets become a basic necessity for inmates to shower or engage in other activities. Additionally, the cramped conditions of the housing cells are unable to accommodate the number of inmates.

Such conditions make it easy for inmates to contract various illnesses, especially skin diseases, which can spread rapidly due to the crowded and confined environment. The clinic at Class IIB Siborong-borong prison is frequently visited by inmates complaining of skin ailments and other health issues. The phenomenon of inadequate facilities at Class IIB Siborong-borong prison also serves as a trigger for various security and order disturbances within the prison, such as riots and uprisings. In the early 1950s, many prisons in the United States experienced riots as expressions of frustration or deprivation by inmates over poor facility conditions, demanding that prison authorities make improvements (Widayati, 2012). The poor conditions in a correctional facility are a fundamental reason for the occurrence of riots, as inmates tend to feel more suffering, pain, and physical and mental pressure, leading them to express their frustration through various forms of unrest and even rebellion (Hadi, 2014).

The uninhabitable conditions of the cells, which are overcrowded, render the situation increasingly inhumane. This makes the movement space of each inmate extremely limited; they may have to share air just to breathe. There is inadequate room to move. The conditions of Strangeways Prison in Manchester, for example, share similarities with Class IIB Siborong-borong prison. According to Boin and Rattray, numerous scientific studies provide strong explanations that some forms of security disturbances and order violations in prisons, such as riots and uprisings, occur based on two main causative factors.

The first is from a conventional approach, which explains that riots and uprisings in prisons are a natural response to poor services and building conditions. However, there is also a perspective that explains that the level of stress or deprivation (conditions that should be contrary to the accepted situation) experienced by each inmate can trigger a series of riots and uprisings in every correctional facility. According to Ruddell and Gotschall, the violence experienced by inmates while serving their sentences in prisons, whether from fellow inmates or even from rogue staff members, is



a primary issue that underlies security and order disturbances within the prison (Sosiawan, 2017). However, there may be justification for enforcing rules and values to ensure that new inmates entering Class IIB Siborong-borong prison are subjected to certain initiation practices. In this case, the actions taken by long-term inmates remain within reasonable limits and are monitored by the staff.

Internal social conflict in Class IIB Siborong-borong prison (related to initiation practices or violence against new inmates) draws attention to specific goals, values, and interests. This conflict is also considered consistent with the foundational assumptions of a relationship that tends to be functional within the structure and social culture. Such conflicts can lead to greater adjustment for inmates within Class IIB Siborong-borong prison. This means that, in this context, the prison benefits from the integrity of the existing social structure.

The individual approach taken personally and uniquely by each officer aligns with what John Burton (1996) stated regarding inmates' efforts to advocate for their needs, as they always seek to consult with prison authorities about their rights and various issues. This means that at every individual level within a prison, there are always conflicts accompanied by prior symptoms. The individual approach taken personally and uniquely by each officer mirrors what John Burton (1996) stated: inmates always want to consult with prison authorities about their rights and various issues in their efforts to advocate for their needs. This indicates that at every individual level within a prison, there are always conflicts accompanied by prior symptoms.

### **Inmates Activities**

The rehabilitation programs implemented by the Class IIB Siborong-borong Prison differ from what Ismah and Nirwansjah (2017) stated. They argue that the various correctional activities through rehabilitation in a prison do not have sufficient bargaining power to curb the growth of recidivism rates. This means that the various programs applied by the Class IIB Siborong-borong Prison to its inmates are unlikely to change their behavior to prevent reoffending once they complete their sentences and are released. Additionally, Woorldredge and Steiner assert that daily activities involving many inmates may actually serve as potential conflict indicators, leading to riots, rebellions, and other security and order disturbances (Zulfa, 2017). This is based on the understanding that all inmates consist of diverse individuals with different perspectives, behavior patterns, personalities, and characteristics. Therefore, potential conflict symptoms arise from mutual hostility among them, which can serve as a primary trigger. This hostility or differing opinions and desires, according to Condliffe, represents a conflict stemming from the emergence of prejudices regarding threats from other groups that could hinder the realization of their needs (Olaussen, 2015).

So far, the Class IIB Siborong-borong Prison has successfully managed to mitigate various potential conflicts among inmates. One approach has been to provide some leniency regarding specific regulations when inmates engage in activities outside the prison walls. These relaxations are intended as a form of conflict management to prevent disputes. This aligns with Coser's perspective, which states that restrictions on a social group's movement to express its social goals in order to secure a place within a particular societal structure can lead to conflict. The nature of the conflict itself depends on how individuals choose to express themselves (TJ Schmid, 1991).



## **Security and Order**

Based on the interview with the Head of the Correctional Facilities and Personnel (KPLP), it can be concluded that KPLP is the primary organizational structure that understands and addresses issues that may lead to potential unrest or disturbances in security and order at Class IIB Siborong-borong Prison. This indicates a strong relationship between KPLP staff and the inmates. Such a relationship is carefully established to facilitate the staff in carrying out their security duties and managing conflicts within the prison.

Therefore, the security aspect in every prison, particularly in Class IIB Siborong-borong, is a significant responsibility to ensure that their tasks are effectively targeted, enabling them to control conflicts and prevent riots and rebellions. This security does not solely rely on the nature of the rehabilitation programs in the prison (Palmer, Voorhis, Taxman, & MacKenzie, 2012). Thus, the most critical issue in a prison is not its rehabilitation programs but rather how security is managed within the facility.

To foster a sense of trust between the staff and inmates at Class IIB Siborong-borong Prison, the staff strive to use personal approaches and establish good relationships with the inmates. The relationships built are also based on family values. The capacity of security personnel and the behavior of the staff play a significant role in this process.

## **CONCLUSION AND SUGGESTION**

The interpersonal communication established between staff and inmates at Class IIB Siborong-borong Prison, based on familial values, can effectively mitigate potential conflict symptoms. The formation of a social structure, such as appointing Room Heads (Palkam), Tamping, and Kitchen Staff, fulfills the need for recognition among inmates. Appointing Tamping, Room Heads, and other roles assists staff in preventing conflicts among inmates. Good management practices at Class IIB Siborong-borong can help control inmate stress levels.

Challenges Identified: the prison infrastructure is outdated, the number of staff is insufficient compared to the inmate population, facilities and infrastructure do not adequately support operations, and the quality of staff human resources falls short of expectations.

Recommendations for policymakers should expedite the revision of legal products that contribute to overcrowding and related issues, as many existing regulations are ineffective and negatively impact the prison system. It is essential to enhance the quality of human resources for correctional staff through various training programs, addressing the current lack of capacity and competence in managing inmate-related issues.

Prisons and detention centers in regional areas need equitable access to supporting facilities and infrastructure, as many are currently lacking essential resources for effective programs. Staff at Class IIB Siborong-borong should maintain integrity and teamwork, as limited resources and overcrowding heighten the risk of unrest. Continuous efforts to improve essential services, such as clean water and food quality for inmates, are crucial.



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