EFFORTS TO PREVENT VIOLENT CONFLICT AMONG INMATES IN THE CLASS IIA ABEPURA CORRECTIONAL FACILITY



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ABSTRACT

Prisoner conflicts have become a serious issue often caused by overcrowding, group competition, and inadequate facilities and management in correctional facilities. These factors create tensions that lead to physical violence, negatively impacting prisoners, officers, and overall security. Violent conflicts also worsen the rehabilitation conditions of prisoners, hinder training programs, and increase the risk of disturbances. Limited space, scarce resources, and competition for facilities such as access to clean water and healthcare services further exacerbate the situation. Prisoners with different backgrounds and interests often clash, leading to an increase in violent incidents such as beatings and stabbings. To address this issue, the research adopts the mediation theory proposed by Christopher Moore. Mediation is conducted by encouraging effective communication, interest-based approaches, and collaboration among the conflicting parties. In the context of prisons, mediation plays a crucial role in reconciling prisoners involved in conflict before the situation escalates into greater violence. Correctional officers are also encouraged to carry out more intensive supervision and improve their skills in handling high-risk situations. The research findings are expected to provide recommendations for prison administrators in formulating more effective policies to prevent violent conflicts. With the application of mediation theory and adequate preventive measures, it is hoped that conflicts can be minimized, creating a safer and more conducive prison environment for the rehabilitation process.

Keywords: Conflict Prevention; Prisoner Violence; Mediation; Overcrowding; Prisoner Rehabilitation



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INTRODUCTION

A Correctional Institution (Lapas) is an institution that serves as a place or facility for implementing rehabilitation programs for individuals who have committed crimes, aiming to reintegrate them into society and enable them to contribute positively and beneficially to the community. According to Law No. 22 of 2022 concerning Correctional Institutions, it is stated that the correctional system is a framework that regulates the direction, limits, and methods for the implementation of correctional functions. Additionally, in the Regulation of the Minister of Law and Human Rights (Permenkumham) No. 6 of 2013 concerning the Rules of Conduct for Correctional Institutions and Detention Centers, it is emphasized that there must be rules of conduct in correctional facilities and detention centers. For the rehabilitation of prisoners and detainees to be successfully carried out, there must be a set of regulations that must be followed by all prisoners and detainees, along with the mechanism for imposing disciplinary punishments.

A correctional facility is an institution responsible for the supervision, care, and rehabilitation of prisoners and detainees. This institution plays a vital role in maintaining order and security, while simultaneously providing rehabilitation programs to prepare prisoners for a better reintegration into society after their sentences have ended. This is in line with the pillars of the sentencing process within the judicial framework, extending to the courts. Correctional residents live a normal life in the prison, interact, and blend with other residents. As humans are social creatures, they engage in collective activities and communicate with one another. Therefore, humans cannot live alone, whether mentally, physically, or biologically. However, human interactions in group life often lead to disagreements between parties, resulting in various conflicts.

Certainly, the issue of overcrowding, as seen in the Directorate General of Corrections (Ditjen Pemasyarakatan) throughout Indonesia, also creates secondary issues within the correctional facilities. One of the problems caused by overcrowding is the difficulty in maintaining a conducive atmosphere within the prison concerning security and order. Overcrowding can strain the limited resources and facilities available, leading to increased tension among prisoners and a heightened risk of conflict and violence. As the population of a prison facility exceeds its capacity, the ability of the correctional officers to effectively monitor and control the situation is diminished. This not only affects the safety and security of the inmates but also hinders the rehabilitation programs intended to prepare them for reintegration into society.

In addition to overcrowding, the lack of adequate space and resources further complicates the management of prisons. This can lead to issues such as inadequate access to healthcare, limited educational opportunities, and a lack of proper vocational training programs. With such conditions, it becomes increasingly difficult to maintain a peaceful and orderly environment, which is essential for the successful rehabilitation of inmates. Therefore, it is crucial to address the challenges posed by overcrowding and the insufficient resources available in correctional facilities. Proper management strategies, investment in infrastructure, and the improvement of rehabilitation programs must be prioritized to ensure that the ultimate goal of correctional institutions—successful reintegration of prisoners into society—is achieved.

Conflict is a process in which two or more individuals or groups have differences in opinions, interests, or goals and perceive these differences as difficult to resolve (Smith, 2018). In a correctional facility environment, conflicts often arise due to a variety of internal and external factors. Factors such as competition among inmates, dissatisfaction with the system, and unfavorable environmental conditions can trigger

conflicts within the prison. These conflicts can have negative consequences for the safety and well-being of all inmates and staff members.

The impact of conflicts between inmates in correctional facilities is highly detrimental, both for the individuals involved and for the overall correctional system. Conflicts can lead to acts of violence, physical injuries, psychological trauma, and a deterioration of the prison environment. Therefore, security within the correctional facility is of utmost importance, as outlined in the Regulation of the Minister of Law and Human Rights (Permenkumham) No. 33 of 2015 concerning Security in Correctional Facilities and Detention Centers. Additionally, Law No. 22 of 2022 provides provisions for dealing with inmates who violate rules or engage in conflicts within the facility. Article 67 of this law describes the use of isolation cells for prisoners and inmates who are subjected to disciplinary actions, such as the suspension of visitation rights or restrictions on the granting of remission for inmates.

However, all sanctions and punishments imposed must be monitored closely to ensure that the health and nutritional needs of detainees and inmates are met. The wellbeing of individuals subjected to isolation or disciplinary measures must always be a priority, ensuring that they are not subjected to inhumane conditions. Proper oversight of these procedures is essential for maintaining the integrity and fairness of the correctional system, as well as promoting the rehabilitation and reintegration of inmates into society. Thus, effective conflict management and maintaining a conducive environment are critical for the smooth functioning of any correctional institution.

LITERATURE REVIEW

Theoretical review is an important stage in the research process, where the researcher must gather, review, and analyze related literature from various sources to understand the conceptual framework relevant to their research topic. There are many theories that explain the causes of conflicts between inmates in correctional facilities, but in this study, only one theory is used that is related to efforts to prevent conflicts between inmates. The theory in question is as follows:

Theory was proposed by Moore (2014), explains that mediation is a process in which a neutral third party, called the mediator, assists the parties involved in a conflict to reach an agreement or resolution that is acceptable to all parties. Moore emphasizes several key principles in the mediation theory, including:

- 1. Collaborative Approach: Mediation should prioritize a collaborative approach, where the parties involved in the conflict are encouraged to work together to find a solution. However, in the context of correctional facilities, real challenges arise due to power dynamics and tensions that may hinder collaboration.
- 2. Interest-Based Approach: The interest-based approach in mediation encourages the parties to focus on their interests rather than their positions. This approach helps the parties better understand each other's needs and interests.
- 3. Effective Communication: The mediator must have strong communication skills to assist the parties in communicating openly, honestly, and empathetically. Effective communication helps build mutual understanding and reduce tension between the parties involved.
- 4. Creative Resolution: Mediation encourages the parties to create creative and innovative solutions to their conflict. The mediator helps the parties consider various options and solutions that may lead to a satisfactory resolution.

Therefore, according to Moore, mediation is a process focused on collaboration, interests, communication, and creativity in finding solutions to conflicts. Mediation enables the parties involved to work together productively in achieving mutually beneficial resolutions and minimizing future conflicts.

In the study conducted by Tyas (2020), the facility was experiencing overcrowding, which heightened the risk of social conflicts between inmates and officers. This research used a qualitative approach, employing data collection techniques such as observation, semi-structured interviews, and document studies. This method was found to be effective in uncovering the factors that contribute to social conflicts within the prison system. The study identified several key factors that influence these conflicts, including the stressful conditions caused by overcrowding, the insufficient allocation of resources, and the lack of proper security infrastructure. Despite the effectiveness of the research approach, the study also highlighted some challenges, such as the suboptimal timing for conducting interviews and the limited availability of information regarding the security infrastructure within the facility. This research emphasizes the need for improved management strategies to address the escalating social tensions within correctional facilities, especially those dealing with overcrowding.

In another study by Djodi (2023) aimed to analyze the strategies employed by the correctional facility in handling such violence and the challenges faced by the officers. This empirical legal research revealed that the efforts of correctional officers were both preventive and repressive, focusing primarily on assimilation programs and character development for inmates. The study highlighted the importance of these programs in mitigating violence and fostering rehabilitation. However, significant challenges were also identified, including the imbalance between the number of staff and inmates, which led to inadequate supervision of inmate activities. Additionally, the overcrowded conditions in the facility exacerbated these issues, making it increasingly difficult for officers to ensure the safety and security of the inmates. The research pointed out the need for better staff-to-inmate ratios and suggested that more resources be allocated to ensure proper supervision and effective management of inmates.

Adi (2021) conducted a study aiming to assess how security management was carried out to prevent conflicts within prisons. Using secondary data through literature studies, including relevant laws and regulations on the correctional system in Indonesia, the research found that security management in Indonesian correctional facilities was being effectively implemented. Both preventive and repressive measures were taken to ensure safety within the facilities. Preventive actions included providing remissions, inmate placement strategies, visitation programs, and healthcare services. On the other hand, repressive measures involved the quality of human resources, the adequacy of infrastructure, and cooperation with law enforcement agencies (APH). The study concluded that while the security management strategies were generally effective, there were still areas for improvement, particularly in enhancing collaboration between correctional facilities and external law enforcement agencies, as well as ensuring that resources and infrastructure were sufficient to handle the growing number of inmates.

These studies collectively underline the importance of effective management and strategic interventions to address conflicts within correctional facilities. They reveal the multifaceted nature of prison conflicts, influenced by overcrowding, inadequate resources, and the challenges faced by officers. The studies also highlight the role of both preventive and repressive measures in managing these conflicts and stress the need for continuous improvement in prison management practices to create a safer and more rehabilitative environment for inmates.

METHOD

Research methods provide a framework for researchers to apply specific approaches to the phenomenon under study. Depending on the research objectives, research questions, and the type of data to be collected, researchers can choose from various research approaches. Quantitative, qualitative, and mixed-methods approaches are among the most commonly used. The quantitative approach typically uses numerical data and statistical analysis to test hypotheses and make generalizations. In contrast, the qualitative approach seeks to gain a deeper understanding of the context and complexities of the phenomenon being studied through the collection of descriptive and interpretative data. The mixed-methods approach, on the other hand, combines both numerical data and qualitative data to provide a more comprehensive understanding of the research problem (Creswell, 2023).

Research approaches are methods chosen by researchers to test hypotheses, answer research questions, and develop theories (Cohen et al., 2007). In this study, the researcher will collect data through in-depth interviews with inmates who have been involved in conflicts with other inmates. These interviews aim to understand their perspectives on the factors influencing the tendency for conflicts to arise. Additionally, participant observation will be conducted within the prison environment to gain direct insights into the interactions among inmates and the environmental factors that influence their behavior. By combining these two methods, the research will allow for a comprehensive analysis of both individual perspectives and the broader environmental context, ultimately providing a richer understanding of the causes and dynamics of conflicts within the prison setting.

RESULTS AND DISCUSSION

Factors Leading to Inmate Conflicts

Violent conflicts between inmates in correctional facilities are caused by a variety of interconnected internal and external factors. Living in a confined and restricted environment like a prison creates significant psychological pressure on inmates. Feelings of isolation from family, limited freedom, and uncertainty about the future can lead to frustration and depression. This emotional strain makes inmates more vulnerable to expressing their anger through physical violence towards other inmates. Inmates themselves have acknowledged regretting their actions in some instances; however, many of these conflicts arise from misunderstandings, emotional pressure, social status rivalry within the block, and misunderstandings regarding personal belongings. Below are the explanations of the factors that contribute to violent conflicts between inmates.

Misunderstandings

Misunderstandings are often a primary cause of conflicts between inmates in prisons. In high-pressure environments like prisons, unclear communication or incorrect information can quickly escalate tensions. Misunderstandings may arise from various sources, such as differences in perception, rumors, or the delivery of inaccurate information. In prisons, inmates come from diverse social, cultural, and ethnic backgrounds, which often influences how they communicate and interact. These differences can lead to communication barriers, misinterpretation of intentions, or even inadvertent disrespect. For example, a statement made in jest might be perceived as an insult by an inmate from a different cultural or social background, which can lead to a

violent confrontation. In such an environment, small miscommunications can snowball into serious conflicts if not addressed promptly or effectively.

Emotional Pressure

Emotional pressure is another significant factor in triggering violence between inmates. Life in prison is often accompanied by feelings of stress, frustration, and intense mental pressure. The isolation from the outside world, loss of freedom, uncertainty about the future, as well as personal issues such as homesickness or unresolved legal matters, can pile up to create a heavy emotional burden. Inmates often experience emotional breakdowns, leading to irritability and aggression. The lack of adequate psychological support or means of coping with these emotions in the prison environment exacerbates the situation. When inmates feel overwhelmed by these emotional pressures, they are more likely to lash out at others, sometimes leading to violent altercations. The environment in prison, where personal privacy and freedom are limited, also intensifies the emotional strain, which often results in violent outbursts.

Social Status Rivalry in the Block

Rivalry over social status within the block refers to the formation of informal social hierarchies within the prison. These hierarchies are typically determined by factors such as the length of sentence, the type of crime committed, economic background, and the physical strength or influence an individual holds within the inmate community. Senior inmates, for instance, often hold more power in controlling the activities within their blocks, while new or weaker inmates may become victims of bullying or violence. This social status rivalry can lead to tension and conflict, particularly when an inmate feels their position is being threatened by another. For example, an inmate who is striving to gain more respect and status within the block may challenge another who holds a higher position, which can lead to violent confrontations. This competition for status and influence can create a toxic environment, where the risk of conflict is high.

Misunderstanding of Personal Belongings

Misunderstandings regarding personal belongings are also a frequent trigger for conflict within prisons. In environments where living space is extremely limited and inmates are often forced to store their personal belongings in shared spaces or rooms with other inmates, the likelihood of misunderstandings is high. Personal belongings, especially those that hold significant value or sentimental worth, such as clothing, food, or electronic items, can become a source of tension if they are perceived to have been taken or used by another inmate without permission. Inmates who feel that their possessions have been stolen or misused may react with violence, even if the situation was caused by an unintentional mistake. These conflicts can escalate quickly, as personal belongings are often one of the few items that provide a sense of comfort or identity in an otherwise harsh environment. The lack of clear boundaries and the constant proximity to other inmates further increases the potential for these misunderstandings to develop into physical altercations.

In conclusion, the occurrence of violence among inmates in correctional facilities is influenced by a combination of factors related to the stressful and confined environment of the prison. Misunderstandings, emotional pressure, social status rivalry, and issues related to personal belongings are just a few of the many contributors to conflict within these institutions. These factors often interact with each other, creating a

complex web of tension that, when left unaddressed, can lead to violent outcomes. To reduce such conflicts, it is crucial to implement measures that address these underlying causes, such as improving communication, providing psychological support, and ensuring that prison environments are managed in a way that minimizes emotional and social stress. Only through a comprehensive understanding of these factors can prison systems hope to reduce violence and create a safer environment for both inmates and staff.

The correctional facility of Lapas Kelas IIA Abepura is not immune to issues surrounding inmate conflicts, where violence between inmates can be triggered by various factors, including differences in beliefs, social status inequality, and misunderstandings. The ideological, cultural, and religious diversity among inmates often leads to friction when communication is poor or when there are deep-seated differences in values and worldviews. For instance, ideological differences can lead to disagreements or even violent confrontations when inmates fail to communicate their beliefs and opinions in an open and respectful manner. Similarly, inmates who come from different social and economic backgrounds or who have committed different types of crimes may feel a sense of injustice or resentment, particularly when unequal treatment is perceived. This inequality in treatment, whether real or perceived, is another critical source of tension and conflict within the prison. Furthermore, misunderstandings often arise from misinformation, miscommunication, or preconceived notions, which can further escalate into violent conflicts. Given the complexity and intensity of these factors, it is essential to explore methods that can mediate and manage these conflicts effectively in Lapas Kelas IIA Abepura.

Mediation as a Conflict Resolution Strategy

One of the most effective strategies for managing conflicts within the prison environment is through mediation, where a third party, such as a prison officer or a trained facilitator, helps guide the parties involved in a conflict toward a mutually acceptable solution. Mediation is an essential tool in conflict resolution because it provides inmates with the opportunity to express their grievances in a controlled environment and facilitates dialogue between conflicting parties. A skilled mediator acts as a neutral party, listening to all sides without judgment and working to ensure that each inmate has an equal opportunity to voice their concerns. The process of mediation not only helps in resolving specific conflicts but also promotes a culture of mutual respect and understanding among inmates.

For mediation to be effective, it requires an understanding of the underlying issues causing the conflict. Mediation is not just about finding a quick solution but also about addressing the root causes of tension, whether it is misunderstandings, emotional distress, or social status rivalry. In Lapas Kelas IIA Abepura, involving a trained mediator allows inmates to experience a safe and supportive environment where they can express themselves without fear of retaliation or further conflict. This process of open communication and understanding often helps defuse tension and allows inmates to reach solutions that are fair and equitable for all parties involved.

Collaborative Approach to Conflict Prevention

A collaborative approach to conflict resolution plays a pivotal role in preventing violence among inmates in Lapas Kelas IIA Abepura. This approach emphasizes the importance of cooperation and collective problem-solving, where inmates work together to identify common ground and resolve disputes in a manner that benefits all parties involved. The

collaborative approach is grounded in the belief that conflict often arises from dissatisfaction or perceived injustices, which can be addressed through cooperative efforts rather than confrontation.

Creating an atmosphere of trust and support among inmates is crucial for fostering collaboration. When inmates feel valued, heard, and respected, they are more likely to engage in open dialogue and work together to resolve issues. Activities such as group discussions, role-playing, and simulation exercises can be particularly helpful in encouraging inmates to practice cooperation and communication skills in a safe and controlled setting. These activities provide an opportunity for inmates to develop skills such as active listening, empathy, and negotiation, which are essential for resolving conflicts constructively.

In addition to group activities, fostering a culture of collaboration within the prison is vital for creating a positive and harmonious environment. When inmates see the benefits of working together to solve problems, they are more likely to approach disputes with a mindset of cooperation rather than aggression. This collaborative approach not only helps prevent conflicts but also supports the rehabilitation process by promoting pro-social behavior and conflict resolution skills that can be applied outside of the prison environment.

Interest-Based Approach

An interest-based approach to conflict resolution focuses on identifying the underlying interests or needs of the parties involved, rather than merely addressing their positions. This approach encourages inmates to reflect on the reasons behind their actions and to understand the root causes of their behavior. For example, if there is a disagreement over food distribution, a mediator using an interest-based approach would help the inmates articulate their needs—such as hunger, fairness, or health concerns—rather than focusing solely on the superficial issues, like the distribution itself.

By focusing on interests rather than positions, inmates can work together to find solutions that are mutually beneficial and address their deeper concerns. This approach also promotes empathy, as inmates learn to consider the perspectives and needs of others. Instead of viewing conflicts as a zero-sum game where one party must lose for another to win, the interest-based approach fosters a mindset of collaboration and understanding, making it possible to resolve conflicts in a way that benefits everyone involved.

An interest-based approach also allows inmates to develop a deeper understanding of their own motivations and emotions, which can lead to greater emotional intelligence and self-awareness. These skills are invaluable in reducing conflict and fostering healthier interpersonal relationships within the prison.

Effective Communication as a Conflict Prevention Tool

Effective communication is a cornerstone of conflict prevention and resolution in any setting, particularly in a prison environment. In Lapas Kelas IIA Abepura, communication training programs can be introduced to help inmates develop essential communication skills that will enable them to express their feelings and opinions without resorting to violence. Communication training should cover both verbal and non-verbal communication techniques, including how to express emotions constructively, how to listen actively, and how to interpret body language accurately.

Active listening, in particular, is a critical skill in preventing misunderstandings and de-escalating conflicts. By listening attentively to others, inmates can gain a better

understanding of their peers' perspectives and emotions, which can help prevent unnecessary confrontations. Additionally, teaching inmates how to express their emotions in a calm and respectful manner helps reduce the likelihood of miscommunication and emotional outbursts.

When inmates learn how to communicate effectively, they are more likely to resolve their conflicts peacefully and constructively. Effective communication not only helps prevent conflicts from escalating into violence but also creates an open and honest space for dialogue, which is essential for building stronger relationships among inmates. By equipping inmates with these skills, Lapas Kelas IIA Abepura can contribute to their rehabilitation process and prepare them for reintegration into society upon their release.

Creative Problem-Solving in Conflict Resolution

Moore emphasizes the importance of creative problem-solving in the mediation process, which is particularly relevant in the context of Lapas Kelas IIA Abepura. In a high-tension environment like a prison, traditional solutions to conflicts may not always be effective. Creative problem-solving allows inmates to think outside the box and explore alternative solutions that may not be immediately apparent.

By encouraging inmates to use their creativity in conflict resolution, they can develop critical thinking and flexibility skills that will benefit them long after they leave prison. Creative problem-solving also helps reduce the rigidity of thinking that can lead to entrenched positions in conflicts, and instead encourages a more open-minded approach to resolving disputes.

Involving inmates in finding creative solutions to conflicts not only reduces tension but also fosters a sense of shared responsibility for maintaining peace within the prison. It teaches inmates that conflicts can be resolved constructively and collaboratively, and provides them with the tools they need to address future challenges in a more thoughtful and creative manner.

In conclusion, resolving conflicts in Lapas Kelas IIA Abepura requires a multifaceted approach that includes mediation, collaboration, communication, and creative problem-solving. By adopting these strategies, the prison can create a more harmonious environment, reduce violence, and contribute to the rehabilitation and reintegration of inmates into society. With the proper support and training, inmates can develop the skills needed to resolve conflicts peacefully and build healthier relationships, both within the prison and beyond.

CONCLUSION AND SUGGESTION

Class IIA Abepura Correctional Facility has significant potential in preventing and resolving conflicts among inmates, which are often triggered by ideological differences, social status, and misunderstandings. To address these issues, a mediation approach focused on dialogue and negotiation is essential. The first crucial step is implementing a communication education program aimed at training inmates to express their feelings and needs constructively, thereby reducing misunderstandings that could lead to conflict. In addition to communication education, creating a safe dialogue space and involving a third party as a neutral mediator are also key elements in the mediation process. A dialogue space free from threats allows inmates to speak openly, while the mediator can ensure that every voice is heard, thereby increasing mutual respect among them. Collaborative and interest-based approaches also encourage inmates to work together in seeking mutually beneficial solutions and enhance empathy by understanding each other's perspectives.

Active support from the prison authorities in providing the necessary facilities and training is critical to the success of the mediation program. Continuous evaluation and feedback from inmates will help the prison authorities make the necessary adjustments, ensuring that the conflict prevention program remains relevant and effective. By implementing a comprehensive approach, Class IIA Abepura Correctional Facility can create a safer and more harmonious environment, as well as support the rehabilitation and reintegration of inmates into society.

Based on the findings of this study, several recommendations can be made to improve conflict prevention and resolution strategies at Class IIA Abepura Correctional Facility. First, it is essential to implement and enhance communication training programs for inmates. These programs should focus on developing effective communication skills, including how to express emotions and needs constructively, how to listen actively, and how to engage in non-confrontational dialogues. By fostering an environment where inmates feel heard and understood, misunderstandings that often lead to conflicts can be significantly reduced. Additionally, the communication training should be ongoing, allowing inmates to practice and refine their skills in various contexts within the facility.

Second, creating designated safe spaces for dialogue should be a priority. Inmates should have access to spaces where they can openly discuss issues with one another or with mediators without fear of retaliation or intimidation. These spaces would not only foster open communication but also build trust and mutual respect among inmates. Furthermore, ensuring that the mediation process is conducted by neutral, well-trained mediators is crucial. Mediators can help facilitate productive conversations and guide inmates toward finding solutions that are acceptable to all parties involved.

Third, a collaborative approach should be adopted in conflict resolution. Inmates should be encouraged to work together to identify the root causes of conflicts and find solutions that benefit all parties. This approach can help reduce animosity and foster cooperation among inmates, particularly when dealing with disputes related to status, resources, or misunderstandings. A restorative justice framework could be implemented to further emphasize collective responsibility and the healing process, rather than focusing solely on punishment.

Additionally, it is important for the facility's administration to continuously evaluate the effectiveness of the mediation programs. Regular feedback from inmates and staff should be collected to assess the success of these programs in reducing conflicts and improving the overall atmosphere within the facility. Adjustments should be made based on the feedback to ensure that the programs remain relevant and responsive to the evolving needs of the inmate population.

Finally, expanding educational and vocational training opportunities within the facility can help address underlying factors contributing to conflicts. Offering inmates the chance to develop new skills, gain knowledge, and prepare for reintegration into society can reduce feelings of frustration and hopelessness, which often lead to violent behavior. By implementing these recommendations, Class IIA Abepura Correctional Facility can work toward creating a safer, more rehabilitative environment that promotes the well-being of inmates and contributes to the overall effectiveness of the correctional system.

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