

## **PRISON CONFLICT MANAGEMENT STRATEGY IN PREVENTING RIOTS**

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Abstract : *In the implementation of formation there are still prisoners who are physically and mentally depressed, because of inhumane acts between fellow inmates or a crackdown by officers. As a result it can create security and order disturbances in prison. One of them is the riots that occurred in Prison due to the response of treatment given by Prison during prisoners undergoing guidance. Like the riot incident that was found in Langkat Narcotics Prison on May 16, 2019 which resulted from torture and ill-treatment of prisoners by officers. But there is a prison, the Class III prison in Cikarang which has a clean record of riots within prison in the 2016-2019 period. This research will raise the issue of how to form Prison conflict management in order to prevent riots in Prison. This study aims to determine the form of Prison conflict management in order to prevent riots in Prison. This research was conducted in Class III Prison Cikarang. This study uses a qualitative research approach. This research was conducted in October 2019. Data taken by observation, interview and document study techniques were then processed and analyzed qualitatively. The results of this study indicate that the Class III Prison in Cikarang has a form of conflict management that is able to create security and order and avoid the riots perpetrated by inmates.*

### **1 INTRODUCTION**

Based on Article 3 of Law No. 12 of 1995 Concerning Corrections, Correctional Institutions are then called Prison as a place to provide guidance for WBP / Prisoners. In Prison Prisoners try to be fostered by Prison and surrender their living rights to be managed by Prison. With this Prison has the authority or power to foster and regulate the lives of prisoners as long as they are in Prison through Prison officers. The full treatment, which is controlled by Prison, results in prisoners feeling in control, even feeling restricted and experiencing a very deep sense of suffering. This can occur because of abuse or even to the exclusion of the rights that are the basis of the life of every human being (prisoners) while carrying out the formation in prison. In addition, conditions of treatment in the form of services for prisoners through prison officers, prison buildings that are not feasible, as well as inhuman acts that

Therefore, Prison officers must always have experience to deal with and resolve conflicts that are full of complexity and diversity that occur within Prison. Because of the human nature and ego some officers tend to handle conflicts violently and defeat others, but others handle conflicts in a way that is mutually respectful, thus creating a solution that satisfies each party. The main objective that is important in creating security and order in correctional facilities is of course how an officer can take preventive measures in a conflict that might occur given the problem that has always been a conversation from the past is violence against prisoners committed by officers. which of course this condition has the potential to cause conflicts where the effects of frustration and excessive pressure and inhumane acts on prisoners will tend to lead to potential riots in prison.

Taken an example from the incident in the North Sumatra Langkat Narcotics Prison which was damaged and burned by hundreds of prisoners on Thursday, May 16, 2019. The riots were triggered due to torture and mistreatment by 3 (three) officers against an inmate. A prisoner who saw the abuse was an inhumane act that triggered the anger of hundreds of prisoners in Langkat Narcotics Prison (Kompas Daily, 16 May 2019). In

addition, there was also the same violent treatment of prisoners in which Siak Prison officers who slapped a prisoner triggered other prisoners to become angry and riot and damage that led to the burning of the Siak Prison. However, there is one prison, namely the Cikarang Lap which in the 2016-2019 period has a clean record of riots and even has achievements in the skills of its inmates. So the question arises how the management of Cikarang Prison conflict management to regulate the lives of prisoners not to riot, but when viewed from the prison management conditions in which prisoners give up their life rights to be controlled by prison officers and the conditions of misery experienced by inmates as a result of the process of undergoing punishments should make them more likely to rebel through riots due to their natural response when depressed while serving criminal sentences in prison.

The phenomenon of riots in prisons is very interesting to do more in-depth research, if prisons are always a bad news especially when riots occur in prisons. Therefore, the author aims to identify the form of conflict management that is carried out by the Cikarang Prison in maintaining security and order and avoiding riots by inmates. From the description above, the author is interested in conducting research related to the conflict management strategy carried out by Prison in order to prevent riots in Cikarang Prison

## 2 LITERATURE REVIEW

According to Megginson, Mosley and Pietri (1986) Owens (1991) conflict management strategies can be resolved in two ways, namely:

1. Cooperation (cooperativeness.) I.e. is willing to achieve the wishes of other parties.
2. Assertiveness, namely the desire to achieve one's own needs (Supriyanto, Soetopo, & Bafadal, 2016)

Management in Rusdiana's book entitled *Conflict Management*: there is an understanding of conflict management is the process between the two parties or the presence of a third party that discusses strategies to get out of conflict and get the desired solution. Conflict management is intended to be an integrated and comprehensive process in determining the goals of an organization to deal with a conflict. Conflict management is related to the vision, strategy and culture of the conflict management organization used will relate to these three things. Conflict management is proactive and emphasizes prevention efforts. (Rusdiana, 2015: 170).

Rusdiana in the book *Conflict Management, Conflict from Latin*, which is *configere*, which means hitting each other. Sociologically, conflict is a social process between two or more people (groups), one party tries to get rid of the other party by destroying it or making it helpless. Conflict can also be interpreted as a social process in which there are differences in perception so that certain individuals or groups want to outperform or even get rid of competing individuals or groups. (Maryati-Suryawati, 2006: 54). Conflict theory sees society as a system of group competition, which illustrates the struggle to obtain basic material resources. The main factor in this struggle is the problems of social organization itself or human traits (Yemsil and Anwar-Adang, 2008: 71).

## 3 METHODOLOGY

The research approach used is a qualitative research method with primary and secondary data sources namely through interviews, observations and document studies in Class III Laps in Cikarang. In this writing the authors use descriptive data analysis techniques by describing the form of Prison conflict management strategies in order to prevent riots in Cikarang Prison. Qualitative data analysis is an effort made by working with data, organizing data, breaking it down into manageable units, licensing, searching and finding what is important and what is learned and then deciding what can be told. The analysis is carried out after the data needed in this study is collected. The analysis process of reading, studying, and analysing the data obtained regarding the implementation of strategies to improve the competitiveness of Muslim fashion traders. Furthermore, from the analysis process the authors draw conclusions from general problems to specific problems.

## 4 FINDINGS AND DISCUSSION

Some riots that occur in prison are caused by many factors, one of which is caused by differences in regional culture and the characteristics of each prisoner as well as friction between prisoners and officials such as the

result of misunderstanding, differences of opinion, rivalry of power between prisoners, lack of cooperation due to authority and the responsibility of Estu Miyarso). Besides that, there is also psychological pressure due to restrictions on certain rights and limitations on freedom of movement.

So in this study the researchers sought to find out the form of conflict management approach undertaken by the Cikarang prison in order to prevent riots in prison.

Seeing the Cikarang prison which has a good track record and was not involved in the riot case for quite a long time, the training carried out certainly seemed to go well. Based on news reports about the riots in Penitentiary in Indonesia during the 2016-2019 period, there were no cases of riots that occurred at the Cikarang Penitentiary. With what happened to the Cikarang Prison shows the existence of the Cikarang Prison which has a very good conflict management approach so that it can become a pilot Prison for other Prisons, especially in the field of coaching that is carried out by the Prison getting appreciation by high-level leadership.

This does not mean that the life of prisoners in the Cikarang Prison does not feel the suffering experienced by inmates while in the Cikarang Prison. Every organization must have a problem, but it is just as explained above that conflict management is proactive and puts pressure on prevention efforts. (Rusdiana, 2015: 170). Therefore, of course there are certainly things that can lead to potential conflicts, this is in line with Lewis Coser's statement (1913-2003) that conflicts tend to develop among people who are in close relations. As for this matter, it was found in Cikarang Prison when conducting research that researchers still found acts that were generally the same as being carried out in other prisons who experienced riots in their prisons. One of them is violence committed between fellow inmates or between Prison officers against prisoners. For example, there is one prisoner in Cikarang prison named Agus. He received treatment that he never imagined would happen in his life when he was in prison.

"I am often treated arbitrarily, have been beaten up, told to masturbate using toothpaste (toothpaste), washing clothes, and the most I do not like when I was told to drink water from the mouth of my roommate. The first time I was placed in a room full of people, maybe one room could only be filled with 10 people, but in that room I had to stay with 50-60 people, I never thought I should push while in that room, it's hard to put things, let alone get enough rest. According to one officer, this is something that is always experienced by new inmates in Cikarang Prison. Because in this room we are given a different treatment from prisoners who have been in prison for a long time. It was like we could not get a visit from family, because we could not get out of the room (cell) for 2 weeks. Not to mention that the officers who gave us treatment were also different from the old prisoners, we got rough and unfriendly treatment given by prison officers, while the officers gave more friendly treatment to old prisoners. This made us feel very miserable during our early years while in prison "(explained on 10 November 2019 by Agus).

Agus suffered his suffering when he became a new inmate in the Cikarang prison. Not only by fellow inmates, but this is also done by Prison officers who give unpleasant treatment at the beginning of serving prisoners. In the initial stage of coaching or orientation, Agus experiences suffering in the form of violence, inhospitable treatment by officers, and even the loss of rights that prisoners should have. In addition, new inmates will get different treatment in the form of more stringent supervision carried out to the maximum with limited rights and fully controlled by officers.

In the admission stage of Cikarang prison orientation, Agus is monitored with a maximum level of security. The violence was not only done by Prison officers, but by prisoners who had been in the Cikarang prison for a long time. Agus experience shows that Prison is an institution that regulates the overall control of prisoners' lives in Prison.

The conditions carried out by the Cikarang Prison are trying to show power over the lives of prisoners by allowing the violence received by new inmates. So that the omission of violence received by prisoners in the early stages of coaching aims to facilitate the prison in conducting coaching for prisoners in the future.

The violence experienced by Agus during the orientation admission showed that there was a relationship between fellow prisoners. Old prisoners who tried to maintain their power, tried to show their power over new prisoners by force. Thus, conflict can also be interpreted as a social process where there are differences in perception so that certain individuals or groups want to outperform or even get rid of competing individuals or groups. (Maryati-Suryawati, 2006: 54). Conflict between old and new inmates is a form of conflict that is a threat. The conflict shows the old prisoners who consider the new prisoners to interfere with the old prisoners' group power. The old group of prisoners also conduct conflict management in the form of negotiations so that their interests within are still fulfilled despite changes (the arrival of new prisoners) in their groups.

There are indications that in Cikarang Prison there are groups of prisoners who have power over other groups of prisoners. This situation results in social conflicts that can facilitate the self-sufficiency of new prisoners to the old group of prisoners. Conflict situations like this do not recognize social problems and structures, because when in prison all the same is someone who is undergoing a criminal period. While adaptation according to Dhami, Ayton and Loewenstein (2007) in a book entitled "Prison Culture: Understanding and Implementing" by Josias Simon R. explains that adaptation in prisons is a function of the use of time in prison and the quality in prisons which is influenced by: first, is how to use the time while there. Second, adaptation cannot be separated based on a reflection of a person's characteristics before entering prison (Simon, 2012). Through adaptation will cause a balance between certain groups among prisoners.

The leader is an important factor in determining an appropriate conflict management strategy and can be applied to anticipate friction that results in security and order disturbances in correctional institutions from various sides as follows:

### 1. Coaching

Through coaching conducted by the Cikarang Penitentiary, prisoners are given openness in the form of information services, complaints, complaints about various problems that prisoners experience while they are in residential cells. Guidance conducted by the Cikarang Prison still leads to potential conflicts. The personal approach taken by prisoners towards officers shows that there are still conflicts individually within the prison.

This familial approach shows that there is a special relationship between officers and prisoners in the context of managing conflicts in prison. Prison strives to understand the situation that there are a number of interests needed by each group of prisoners, so that conflict based on interests can be reduced in number according to Leavit, HJ, that conflicts can be overcome by approach through negotiations capable of producing negotiations to reach agreement on the basis of understanding will result in a certain conflict resolution.

### 2. Prisoners' Activities

During the criminal period in prison, a series of activities will be implemented which aim to eliminate the fatigue and boredom that will occur in prison. So that Cikarang Prison seeks to hold activities that attract the prisoners themselves to be able to participate in activities while in prison.

Cikarang Prison provides every prisoner the opportunity to manage the emphasis on potential conflicts in Prison by actively participating in activities by expressing themselves. This is in line with Coser's opinion which states that giving an effort to express themselves for individuals or social groups to rise in a particular social structure can provide social balance. This depends on how the expression of individuals and social groups themselves. (Coser & Rosenberg, 1976). Efforts to avoid riots in the Cikarang prison are very important because the number of prisoners in the Cikarang prison is more than 1000 (one thousand) inmates.

The leniency felt by inmates is a form of control over conflicts carried out by the Cikarang prison. In the selection of prisoners who carry out activities outside prisons, they do not have certain criteria, but only prisoners who have served 2/3 of a criminal period and are well-behaved. When a formal regulation is deemed not optimal in managing a potential conflict, an informal agreement based on Prison culture becomes the media to suppress the potential conflict. The agreement made between Cikarang Prison officers and their prisoners to maintain Prison behaviour patterns that are in accordance with Prison culture or make negotiations based on mutual understanding bring conflicting social groups towards conformity. (Simon, 2012).

"... these are prisoners who are carrying out assimilation of prison outside work who have served 2/3 of the criminal period and are well behaved in prison. Yes we are prisoners who have long served a criminal period because they do not have the thought to run away as well, we also choose prisoners who are close to officers so that they can be easily trusted .."(explained Prison officers on November 10, 2019).

By giving certain legal leniency when inmates undergo activities outside the Cikarang Penitentiary, they try to suppress potential conflicts. This allowance is made by Prison to prisoners as a management that avoids conflict (Deutsch & Coleman, 2000). In line with Coser's opinion, saying that a ban on the efforts of a social group to express its social goals within a particular community structure (Prison) will lead to conflict. The function of the conflict itself depends on how the expression is carried out (Coser & Rosenberg, 1976).

### 3. Resettlement Room

In an effort to create safe conditions in prison, Cikarang prison regulates the placement of all prisoners based on certain individual characteristics. Just as if there are new prisoners who come from tribes other than the

Sundanese, namely the Ambon Tribe, it is likely that there will be a potential conflict between inmates if the new prisoners are placed in a room with old prisoners from the same tribe. So the Cikarang Prison separates the prisoners into different residential blocks.

"... so that they do not feel different from the others because the prisoners are not native Sundanese tribe, so we designate to be the head of the room ..." Explanation of Mr. Daryoko, Kamtib Staff in Cikarang Prison.

Room leaders are used in prison by making one of the prisoners' representatives to be leaders who are responsible for the conditions in the occupied rooms. Election of chair of the rooms is done through agreement from other room occupants. So that the election of the room chief by other inmates makes the room chief as an extension of the officer with good relationship skills with the officer. So when one day a problem occurs in one prison room, the room leader will report everything to the Prison officer. For example, when the apple and daily check the number of prisoners, a room leader will tell the state of the room and the amount of contents in the room occupancy. Accordingly, by choosing a room chief from a different ethnic prisoner from another inmate or a minority will make the prisoners not feel differentiated and the result turns out they can maintain good relations with other inmates as well as towards officers.

Correspondingly, it can be said that there are two different groups in the context of new inmates coming from Ambon and the majority group of prisoners who are Sundanese. According to Coser, there are always groups that try to take power in a social structure (Coser & Rosenberg, 1976). In this context, Prison officers give authority so that one of the social groups gets power in the social structure of prisoners within the prison block. Coser also added that efforts to prevent a group of people from raising their strata in the social structure would actually eliminate social balance. In addition, Prison believes that having a minority of rooms in a minority does not create a potential conflict.

While the mismatch of prisoners' room placement can be submitted to the officer. So with the request on the basis of incompatibility that can make the potential for conflict with inmates can be the basis for consideration of officers moving prisoners' rooms. It can be said that there is a relationship between prisoners and prison officers related to the grouping of prisoners that leads to the regulation of potential conflicts. Deutsch himself considers hali like this as a negotiation of conflict resolution, so that the approach of officers with prisoners creates conflict management in the prisoner's social environment (Deutsch & Coleman, 2000).

## 5 CONCLUSION

The Cikarang Class III Penitentiary can maintain security which has the potential to cause a riot through conflict management that is applied in regulating the lives of prisoners. Prisoners' groups tend to have a large potential for conflict and can occur at any time. However, by optimizing conflict management, it can reduce the potential for riots within prison. Conflict management arrangements applied by Prison by internalizing the values and patterns of behaviour expected by Prison officers when prisoners undergo a criminal period in Prison.

Conflict management conducted by the Cikarang Prison is also by building relationships (relations) between Prison officers and inmates and fellow prisoners. The effort was made to be a step to control the conflicts that exist in prisoners. By grouping inmates that have been identified in such a way, so as to build a social structure that can be controlled by Prison.

Cikarang Penitentiary seeks to protect groups who want to control the lives of other prisoners in Prison by regulating the powers of other prisoners, for example through the appointment of a room chief. In addition, Cikarang Prison continues to strive to create social balance within Prison. This is considered important and must always be well maintained. Therefore, Prison does not only use formal regulations in controlling the behaviour of prisoners. If it is considered that there are formal regulations that can cause conflict, Prison will use informal agreements to control social balance within Prison. In addition, optimal conflict management through social relations between officers and inmates as well as fellow inmates will lead to social balance. Social balance is a condition that can be controlled by Prison to avoid riots. Then, this social balance is maintained in a culture in prison and becomes a pattern of prisoners' behaviour in prison.

### Suggestion

Cikarang Prison can be said to be able to create conflict management in accordance with the expectations of the Prison in order to avoid riots within Prison. The application of social values in fostering, managing conflicts and emphasizing various potential conflicts is sought by the Prison so that prisoners are always under the control

of the Prison. However, the current conditions in the Cikarang Penitentiary do not mean that they are always safe for the following years.

Various improvements must always be done by the Cikarang Prison in order to continue to be able to maintain safe conditions. The Human Resource (HR) factor is a major problem for Cikarang Prison. The lack of competent and integrity HR is the most basic factor for the root of the riot problem. Consequently, Cikarang Prison must always provide Education and training to Prison officers to have competence and integrity with their duties and to continue to understand and understand the creation of safe conditions and avoid riots.

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