

Leadership of the Head of the Correctional Security Unit in Enhancing the Discipline of Guard Officers at Narcotics Prison Class IIA Kasongan

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Abstract

This study examines the leadership of the Head of the Correctional Security Unit (KaKPLP) in enhancing the discipline of security officers at the Class IIA Kasongan Narcotics Correctional Facility. Correctional facilities play a crucial role in rehabilitating inmates and maintaining internal security, making staff discipline a key element in operational success. This research employs a qualitative approach, utilizing in-depth interviews, direct observation, and documentation as data collection techniques. The findings indicate that a firm and communicative leadership style by KaKPLP significantly improves staff discipline. However, challenges such as ineffective communication and weak supervision persist. Efforts such as routine training, periodic evaluations, and motivational incentives have been implemented to enhance work discipline. The study concludes that a combination of situational leadership, consistent supervision, and effective communication fosters a secure, orderly, and professional work environment. These findings provide practical recommendations for improving leadership within correctional institutions through leadership training and skill development. Consequently, this study contributes to a deeper understanding of leadership and workplace discipline in the context of correctional facilities.



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INTRODUCTION

Correctional Institutions (Lapas) hold a strategic position within the criminal justice system as rehabilitation institutions aimed at transforming inmates into better individuals. As centers for supervision and rehabilitation, correctional facilities bear significant responsibility in creating a safe environment that supports inmate transformation. This objective can only be achieved through disciplined, well-planned, and comprehensive management. In this context, the Head of the Correctional Security Unit (KaKPLP) plays a crucial role in ensuring that all procedures and regulations are consistently implemented (Budiono, 2021; Fauzi & Kusmiyanti, 2022). However, the KaKPLP at the Class IIA Kasongan Narcotics Correctional Facility faces several challenges in fulfilling its duties. These challenges include ineffective communication, limited routine supervision, and a lack of awareness among some security officers regarding discipline when executing the orders and regulations established by the KaKPLP. These obstacles may reduce the effectiveness of leadership in fostering discipline among security officers. Consequently, low discipline levels among officers may lead to various negative impacts, ranging from security and order disruptions to a decline in the quality of services provided to inmates.

Work discipline reflects an individual's adherence to rules, procedures, and standards set by an organization. The discipline of security officers is a fundamental element in establishing a stable and secure work environment. Disciplined officers not only ensure smooth operations but also safeguard the security of both inmates and staff members.

As the frontline personnel responsible for supervision, security officers are required to perform their duties with dedication and professionalism. High discipline levels not only help maintain internal stability within the correctional facility but also provide a sense of security for the broader community. Therefore, the role of the KaKPLP as a leader who can motivate, supervise, and manage workplace dynamics is crucial in fostering a conducive work culture (Bangun & Perkasa, 2023; Rizal & Radiman, 2019).

At the Class IIA Kasongan Narcotics Correctional Facility, maintaining security officer discipline presents additional complexities. The correctional facility handles narcotics-related cases, ranging from users to major drug traffickers, requiring highly cautious management. This situation is exacerbated by high work pressure and potential threats from external

narcotics networks. Under such conditions, officers must maintain professionalism and perform their duties with integrity (Dilyanti et al., 2017).

High-pressure working conditions are often a primary cause of stress among security officers. This stress can impact their job performance, including discipline levels. Indiscipline does not only affect operational stability but may also endanger the safety of both officers and inmates. To address these challenges, an adaptive and humanistic leadership approach is necessary, where the KaKPLP understands the needs and challenges faced by subordinates (Fauzi & Kusmiyanti, 2022; Ramadhani & Athallah, 2021).

Effective communication is one of the key aspects of the KaKPLP's leadership success. Clear instructions and a structured evaluation system allow security officers to better understand their tasks. Additionally, two-way communication provides officers with an opportunity to convey the challenges they encounter, enabling KaKPLP to offer appropriate solutions. Technology, such as CCTV, also plays a crucial role in monitoring facility activities, detecting potential violations, and responding swiftly to emergencies (Hakim, 2021).

Motivation is also essential in supporting security officers' performance. Recognizing outstanding officers can serve as an incentive to boost morale. Moreover, a humanistic leadership approach—where KaKPLP treats subordinates with respect and empathy—can create a harmonious work atmosphere. These measures help foster loyalty among officers toward the institution (Pereira, 2019; Lastriani, 2014).

Routine training is another essential element in promoting security officers' discipline and professionalism. Training programs focused on developing technical and professional skills enable officers to handle work challenges with greater confidence. These training programs may include aspects such as risk management, communication, and modern technology application (Mu'ah et al., 2018).

Collaborative training can also strengthen interpersonal relationships among officers. By working together in training settings, they can build mutual trust and understanding, ultimately fostering solid teamwork. In this regard, KaKPLP must actively identify training needs and ensure that every officer receives opportunities to enhance their competencies (Akhsan & Sari, 2021).

Internal conflicts frequently arise in high-pressure work environments such as correctional facilities. These conflicts may occur between officers or between officers and inmates. Under such circumstances, KaKPLP's conflict management skills become vital. A flexible approach and active listening can help create a conducive and harmonious work environment (Sutanjar & Saryono, 2019). Additionally, a fair and firm approach is necessary when managing conflicts. KaKPLP must enforce regulations consistently while maintaining a humanistic perspective. With a balanced approach, conflicts can be resolved constructively, ensuring operational stability while strengthening leadership credibility (Jaya & Adnyani, 2015).

This study aims to analyze KaKPLP's leadership in improving security officers' discipline. Data collected through in-depth interviews and direct observations indicate that routine supervision and periodic evaluations by KaKPLP contribute to improved discipline. Consistent supervision helps detect potential problems early, while evaluations provide opportunities to address weaknesses (Watimah et al., 2017).

Through these combined measures, the Class IIA Kasongan Narcotics Correctional Facility is expected to foster a more disciplined, secure, and productive work environment. Maintaining operational stability not only supports the mission of inmate rehabilitation but also enhances public trust in correctional institutions. This trust serves as a strong foundation for correctional facilities to continue evolving and fulfilling their roles with high professionalism.

METHOD

This study employs a qualitative approach to explore the relationship between KaKPLP's leadership and the discipline level of correctional officers. This approach was chosen due to its ability to provide in-depth analysis of complex phenomena. Data collection techniques include in-depth interviews, direct observations, and document analysis. Interviews were conducted with 20 informants, consisting of KaKPLP staff, main entrance security officers (P2U), and members of the security unit.

The study was conducted at the Class IIA Kasongan Narcotics Correctional Facility, which has high operational complexity as it primarily houses inmates convicted of narcotics-related offenses. Observations were conducted directly in the field to understand the work dynamics and interactions between KaKPLP and security officers. Supporting documents, such as daily duty logs, incident reports, and CCTV recordings, were utilized to enhance the validity of the findings.

Data analysis was performed using the triangulation method to increase the credibility of the study. Data obtained from interviews, observations, and documentation were cross-checked to identify consistent patterns. The researcher also employed coding techniques to classify data into thematic categories, such as communication, supervision, and motivation.

Data validation was conducted through source triangulation, where information obtained from different informants was compared to ensure accuracy. Additionally, direct confirmation with selected informants was carried out to strengthen result interpretation. This study aims to provide a comprehensive understanding of the role of KaKPLP leadership in enhancing discipline among correctional officers at the Class IIA Kasongan Narcotics Correctional Facility..

RESULTS AND DISCUSSION

This study is designed to examine the leadership of the Head of the Correctional Security Unit (KaKPLP) in enhancing the work discipline of security officers at the Class IIA Kasongan Narcotics Correctional Facility. The high-pressure work environment in a narcotics correctional facility demands strong and flexible leadership to maintain operational stability. The success of KaKPLP as a leader is largely determined by their ability to provide clear directives, create a conducive work environment, and motivate the team to comply with operational regulations. An effective leadership style fosters a productive work culture and enhances discipline among security officers.

The correctional facility environment requires a combination of firm yet adaptive leadership, considering the challenges frequently encountered by security officers. A total of 20 respondents were selected based on specific criteria, including a minimum of one year of work experience, direct involvement in operational duties, and a strong understanding of work procedures. The interview process was designed to extract in-depth insights regarding the leadership strategies implemented by KaKPLP.

Tabel 1: Jadwal wawancara

Informant Name	Date	Time	Interview Location
Richie	December 2, 2024	09:10 AM	Narcotics Prison Class IIA Kasongan
Prayoga	December 1, 2024	07:10 PM	Narcotics Prison Class IIA Kasongan
Zulkifli	December 2, 2024	09:35 AM	Narcotics Prison Class IIA Kasongan
Ida Bagus Surya Wibawa	December 2, 2024	09:50 AM	Narcotics Prison Class IIA Kasongan
Catur	December 2, 2024	10:00 AM	Narcotics Prison Class IIA Kasongan
Fajri	December 1, 2024	07:15 PM	Narcotics Prison Class IIA Kasongan
I Wayan Agus Sudiawan	December 1, 2024	10:30 AM	Narcotics Prison Class IIA Kasongan
Rahmat	December 1, 2024	07:00 PM	Narcotics Prison Class IIA Kasongan
Joko	December 1, 2024	07:20 PM	Narcotics Prison Class IIA Kasongan
Dayat	December 2, 2024	10:15 AM	Narcotics Prison Class IIA Kasongan

The in-depth interviews with informants revealed several key findings regarding the effectiveness of KaKPLP's leadership. Richie, one of the informants, stated that "*KaKPLP's motivation significantly influences the discipline of officers in carrying out their duties according to SOPs.*" This finding highlights the importance of a leadership approach centered on motivation. Richie further emphasized that regular training and direct briefings provided by KaKPLP during daily briefings greatly assist officers in staying focused on their responsibilities.



Figure 1 presents the interview session with Richie.

Similarly, Prayoga, a security officer with five years of experience, stated that "*KaKPLP's firm actions significantly impact the development of officers' character and discipline.*" According to him, KaKPLP's routine evaluations not only help officers improve their performance but also raise awareness of the importance of adhering to regulations..



Figure 2 displays the interview session with Prayoga.

The Head of the Correctional Security Unit (KaKPLP) also provides direct briefings to security officers before conducting searches in inmate blocks. During these briefings, KaKPLP instructs all members to act in accordance with SOPs, maintain a humane approach, stay meticulous, and remain vigilant to ensure security and order within the correctional facility.



Figure 3 illustrates KaKPLP delivering instructions to security officers.

Direct observations conducted by researchers also indicated that KaKPLP-led daily briefings have a significant impact on operational efficiency. During these briefings, KaKPLP not only provides directives on work priorities and potential risks but also creates a space for discussion, allowing officers to voice concerns and provide feedback. Figure 3 displays a briefing session with security teams.

This approach not only enhances discipline but also strengthens officers' sense of responsibility. Routine supervision by KaKPLP plays a crucial role in ensuring compliance with SOPs. This supervision is conducted through direct field inspections and CCTV monitoring, enabling early detection of violations and facilitating quick responses to emergency situations..

Tabel 2. Supervision Aspects

Supervision Aspect	Method	Impact
SOP Compliance	Direct inspection	Enhances adherence to procedural standards
Attendance and Discipline	Schedule monitoring	Reduces disciplinary violations
Operational Supervision	Performance evaluation	Ensures a prompt re

The motivation provided by KaKPLP to security officers is a key factor in enhancing their work enthusiasm. KaKPLP regularly awards certificates or commendations to officers who demonstrate outstanding performance. Additionally, a humanistic approach is adopted, where KaKPLP listens to feedback from officers to improve operational effectiveness. One officer, Fajri, stated, "The recognition I received from KaKPLP made me feel valued and more motivated to perform my duties."

Findings from the study indicate that KaKPLP's leadership has a significant impact on officer discipline. A combination of effective communication, strict supervision, and motivation has proven to create a safe, orderly, and productive work environment. The following sections provide a more in-depth discussion of key aspects:

Role of Communication

KaKPLP's communication strategy extends beyond merely delivering instructions – it also fosters two-way dialogue. This approach allows officers to provide constructive feedback, increasing their sense of ownership and responsibility for their duties. KaKPLP also utilizes modern communication tools, such as instant messaging groups, to quickly disseminate information. These communication platforms facilitate both routine directives and emergency alerts, especially in correctional facilities with multiple housing blocks.

Technology Utilization in Supervision

The use of CCTV as a surveillance tool enhances efficiency in monitoring on-site activities. This technology enables early detection of violations or potential incidents, allowing preventive measures to be taken promptly. Additionally, KaKPLP employs digital reporting systems, making it easier to track officers' daily performance. These digital records provide quantitative data, aiding in in-depth analysis of compliance and ensuring that timely corrective policies are implemented.

Performance Enhancement Through Motivation

Regular recognition of outstanding officers fosters a healthy sense of competition among security teams. Motivation not only improves individual performance but also strengthens team cohesion. In addition to formal awards, KaKPLP delivers verbal appreciation during briefings, which has a positive psychological impact on officers. This approach fosters a supportive work culture, where officers feel valued for their contributions.

Performance Evaluation

Routine evaluations conducted by KaKPLP ensure that all officers clearly understand the expected work standards. These evaluations also serve as a tool to identify areas for improvement and offer additional training if necessary. A transparent and constructive evaluation process significantly enhances teamwork quality. One commonly used evaluation method is group discussions, where officers can share challenges they face while on duty..

CONCLUSION

Effective KaKPLP leadership plays a central role in fostering a disciplined, secure, and productive work environment at Lapas Narkotika Kelas IIA Kasongan. KaKPLP integrates clear communication, strict supervision, and consistent

motivation, enhancing officer compliance with standard operating procedures (SOPs). The combination of a humanistic and firm leadership approach creates a conducive work atmosphere, supporting the organization's overall objectives.

On the other hand, KaKPLP should continue developing more adaptive and responsive communication methods to meet the evolving needs of security officers. Digital communication technologies, such as real-time messaging applications, should be integrated to improve information dissemination efficiency, particularly in emergency situations. These technologies not only streamline cross-team communication but also enable real-time monitoring of daily officer activities. Furthermore, implementing digital monitoring systems could create a more comprehensive and accurate surveillance system, reducing human error in manual supervision.

Enhancing training programs should also remain a priority to strengthen both technical and managerial competencies among officers. Strategically designed training should cover conflict management, risk control, and the use of advanced surveillance technology. Continuous training ensures that officers not only understand their duties but also develop the mental and technical preparedness needed to handle dynamic work situations. Thus, sustaining effective and professional leadership will continue to contribute significantly to the stability and operational efficiency of Lapas Narkotika Kelas IIA Kasongan.

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