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Stress Factors and Impacts Toward Wardens in Surabaya Prison

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Abstract: Work stress becomes phenomenal issue nowadays since many studies prove that numerous workers are working under this condition. Warden can be regarded as one of stressful profession. The present study tries to elaborate factors and it impacts toward warden in Surabaya prison. Qualitative method using interview is used as method of the present study. The data obtained were analysed using interpretative phenomenological analysis to elaborate the structure, essence of experience for wardens concerning stress factors, its impacts. The present research concludes that lack of facilities, infrastructures, work pressures and low amount of reward or compensation are the main factors of work stress for the warden. The impacts of work stress among warden are burnout, decreasing job performance, absenteeism and tardiness.

1 INTRODUCTION

High number of criminal rates in Indonesia demand large number of warden to manage operational system of prison. Moreover, warden is viewed as one of the most hunted position in Indonesia since this position is viewed as promising position. It can be seen from the high number of job seekers in Indonesia trying to apply this position. In fact, numerous studies claim that working in a prison environment affects warden with a higher level of job stress, social and mental problems, followed by decreasing of job performance (Paoline et al, 2006). Hans mentioned that stress is a condition or situation where the force, pressure, or tension subjected upon an individual upon an individual who resists these forces and attempt to uphold its true state (Hans, 1936). Job performance reduction is highly influenced by work stresses that are faced by employers including warden. Research findings show that stressful working conditions are actually associated with increased absenteeism, tardiness, and intentions of employee to quit their jobs (Dar et al, 2011).

There are numerous factors that stimulate work stress such as frustration, conflicts, unclear directions, conflicting roles, too many tasks, not enough resources, and high pressures. Individual's responses toward stressors can be defined as job

stress (Butcher, Mineka & Hooley, 2007, p. 145; Lambert, Hogan, & Tucker, 2009). Furthermore, there are other factors which also stimulate stressors mainly for warden such as lack of respect from numerous offenders those serving long sentences, poor public image toward warden, and overtime (Finn, 2007). Suryanto explained that stress is a process that faced by individuals in form of threat or suffer which stimulate their emotional coupled with behaviour (Suryanto, 2009).

Numerous studies show that wardens are experiencing great deal with stress in their working environment which may lead to job performance reduction, tardiness, coupled with job burnout. Moreover, it is found that around 20% to 39% wardens experienced burnout and stress but only 16% of those workers expressed job dissatisfaction (Adlina et al, 2007).

Stress can be managed in various ways since there are numerous alternative solutions can be applied to reduce stress such as training, learning, meditating, and many more (Skinner et al, 2007). Above mentioned approaches in decreasing stress is known as stress management. Moreover, according to Munandar in his study describes that stress can be managed in four ways which are: organizational engineering, organizational personality, mind relaxation, and physical activity (2014:402). The

aim of present study is to elaborate stress factors and impacts toward warden in Surabaya prison.

2 METHOD

The present study uses interview in Bahasa Indonesia in regard to the research topic conducted. The questions were focused on stress factors and impacts. Interview is used to collect the data since this technique is suitable to examine further about the respondent's point of view, feelings, and perceptions (Boyce & Palena, 2006). Surabaya prison covers an area around 3.000 m² and comprise of 9 blocks that able to accommodate ideally 504 inmates and 70 wardens.

The interview was conducted among 15 wardens as the respondents. It uses 15 respondents since the present study elaborates homogenous group (Surabaya prison). Latham argues that "15 as a minimum for most qualitative interview studies works very well when the participants are homogeneous. Homogeneous means a particular "position" or level (e.g., top level executives) in the organization, a particular type of employee (e.g., customer service representatives), so on and so forth" (Latham, 2013). The respondents were selected based on their record of work performance. The data obtained were analysed using interpretative phenomenological analysis to elaborate the structure, essence of experience for wardens concerning stress factors, effects and management. The present study takes 3 months in which 2 months for conducting the interview with all respondents and 1 month for analysing the data.

3 RESULT AND DISCUSSION

3.1 Stress Factors

There are numerous factors that stimulate work stress. Based on interview conducted with wardens, work stress stimulated by three factors which are facilities and infrastructures of the prison, job pressure, and rewards. Prisons in Indonesia including Surabaya are lack of facilities and infrastructures. Latest data published by Indonesian Ministry of Law and Human Rights showed that prisons in Surabaya lack of facilities and infrastructures (Online Database System of Inmates, 2018). This condition stimulates working stress for the wardens since they have to handle more inmates. In other words, wardens have to provide extra

attention since they have to handle more inmates. Over capacity in the prison can easily create conflict with other inmates. Therefore wardens need to provide extra awareness in order to avoid conflict among inmates. Furthermore, lack of facilities and infrastructures stimulate anxiousness, depression, confusion and bored which encourage inmates to be aggressive. The phenomena concerning facilities and infrastructures in Surabaya prison increase stress level of the wardens.

The next factor of work stress is work pressure. Lack of facilities coupled with infrastructures creates high tension for wardens in performing their duty. Furthermore, sometimes they feel insecure since they have to monitor more inmates. The ratio between warden and inmate is around 1:158 which means every day each warden holds responsible to handle 158 inmates in all situations and circumstances (Online Database System of Inmates 2018). Insecurity of warden in performing their duty is reasonable since riot can be happened anytime. As an example, riot that happened in Kerobokan prison, Bali caused by over capacity of inmates (Liputan 6, 2016). Furthermore, over capacity also stimulates high opportunity for inmates to escape from the prison. It shows that work pressure for wardens become higher since they are not only responsible to foster inmates but also to reduce opportunity for inmates escape from the prison.

Low reward or compensation given to warden is last but not the least factor that influence work stress for wardens. As Linder (1998) cited in Skinner (2009, 28) mentioned that positive rewards will stimulate employee motivation, meanwhile negative rewards will not increase motivation of the employee. Based on the interview, reward or compensation given to warden are not proportional compared to risks and pressures that are received by the warden. Moreover, they assume that their job is dangerous since they have to deal with inmates that possess various background and cases. They also realize that their job also influence their behaviour within family and society. Therefore, in their point of view compensation and reward given to them are not sufficient.

3.2 Stress Impacts

Work stress stimulate numerous infringement of rules coupled with decreasing job performance of worker including warden. Lack of facilities and infrastructures, high pressures of work, and low reward or compensation stimulate work stress. Factors mentioned above create demotivation,

reduction of job performance, absenteeism and tardiness. Most of the respondents claim that in 2017 they commonly receive warning from the human resource department because they violate disciplinary regulations (absence from their duty and coming late). Moreover, respondents claim that their negative habits are caused by working condition (over capacity of inmates, lack of infrastructures and facilities, high working pressure). It shows that work stress stimulated by working condition stimulate wardens perform negative habits. Surprisingly, respondents mentioned that their motivation in performing duty is increasing after they receive reward or compensation from the department. Absence records from human resource department show that in July, negative habits of warden is low. It is happened since wardens received reward or compensation from the department in June. The respondents say that although reward or compensation is not sufficient but it is able to increase their motivation to perform their duty. It can be said that reward able to boost their motivation as Freedman (1978) cited in Danish (2010) stated that "Employees take recognition as their feelings of value and appreciation and as a result it boots up morale of employee which ultimately increases productivity of organizations".

Respondents stated that from 2014 to 2017 there were 5 wardens demoted from their rank since they performed medium and serious disciplinary violations. The violations are regarded as medium when wardens absence from their duty without any confirmation and coming late. It is regarded as serious when prisoners able to escape from prison because of negligence of the warden and they are using illegal drugs. Most of the respondents (11 out of 15 respondents) believe that wardens performing disciplinary violations to reduce stress.

4 CONCLUSIONS

The present study concludes that stress factors among wardens in Surabaya prison are caused by numerous factors such as lack of facilities, infrastructures, work pressures and low amount of reward or compensation. Those factors stimulate negative impacts such as burnout, decreasing job performance, absenteeism and tardiness.

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