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Creativity and Collaborative Problem Solving at Salemba Class IIA Prison, Jakarta

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ABSTRACT

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This community service program aims to enhance creativity and collaborative problem-solving capacity among staff at the Salemba Class IIA Penitentiary through structured training interventions. The program is based on the premise that rehabilitation efforts should not only focus on discipline and compliance, but also foster cognitive flexibility, innovation, and social cooperation as essential life skills for reintegration into society. The activities were carried out through a participatory and experiential learning framework, combining workshop sessions, group-based learning activities, and reflective discussions to enhance participant engagement. Training modules include creative thinking techniques, design thinking principles, and collaborative problem-solving strategies tailored to the correctional environment. Participants are guided to identify real-life challenges in their daily prison context and work collectively to develop practical and innovative solutions. The program also emphasizes communication skills, empathy, and mutual respect to strengthen teamwork dynamics. Results indicate positive improvements in participants' ability to generate ideas, engage in constructive and purposeful discussions, and work effectively in groups. Staff members demonstrated increased self-confidence, openness to new perspectives, and a stronger sense of shared responsibility. Furthermore, the program contributes to a more supportive social environment within the prison setting. This initiative highlights the importance of integrating creativity and collaboration-based training into correctional programs as part of a holistic model of creativity and collaboration. It is hoped that this intervention will support the transformation of staff creativity, performance, and collaboration that contributes to improving the reputation of Salemba Class IIA Prison.

I. INTRODUCTION

The work environment in correctional institutions is highly complex, dynamic, and stressful. Prison officers are required to maintain security, provide guidance, and respond to rapidly changing situations. To address these needs, a series of activities was designed using a needs assessment approach, creativity training, design thinking workshops, and assistance in developing prototype solutions based on real-world problems.

This Community Service Program aims to improve the creativity and collaborative problem-solving skills of officers at the Salemba, Class IIA Jakarta Penitentiary as part of efforts to strengthen human resource capacity and improve the quality of public services. Salemba Class IIA Penitentiary (LAPAS, in Indonesia) is one of the technical implementation units of correctional facilities under the Ministry of Law and Human Rights of the Republic of Indonesia, located in Central Jakarta. This prison has a strategic role in carrying out correctional functions, namely the guidance, security, and reintegration of correctional inmates (prisoners/detainees) so that they can return to society with better behavior. Salemba Prison has a long history dating back to the Dutch colonial era, where this detention facility was originally built in 1918 and was known as "Gang Tengah Prison". After independence, its function expanded to hold various civil and political prisoners until it finally formally became part of the Indonesian correctional system. In 2007, based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia No. M.02-PR.07.03, Salemba Detention Center was expanded into Salemba Class IIA Prison as a separate work unit within the national correctional system.

In practice, Salemba Prison provides rehabilitation for inmates from various criminal backgrounds, including drug offenses, general crimes, and other offenses. The prison actively provides various rehabilitation and service activities, such as job training, democracy outreach, and the granting of remissions to eligible inmates as part of social reintegration efforts.



Figure 1. Salemba Class IIA Correctional Institution (Lapas), Jakarta

Occupancy conditions at Salemba Prison often exceed its ideal capacity, resulting in inmate numbers fluctuating over time. According to the latest data collected, as of March 2025, Salemba Prison held approximately 1,796 inmates, well above its ideal capacity of approximately 572. Furthermore, information obtained indicates that some training and service programs at Salemba Prison are conducted by approximately 30 civil servants (ASN) who are directly involved in services and guidance.

This Community Service Program aims to increase the creativity and collaborative problem-solving skills of officers at the Salemba Class IIA Jakarta Penitentiary as part of efforts to strengthen human resource capacity and improve the quality of public services. Figure 2 shows a map of the Salemba IIA Prison area and the Perbanas Institute Campus, with a distance of 7.5 km and a travel time of 15 minutes. This meets the Ministry of Education and Science and Technology's standards: implementation of Community Service activities within <200 km.

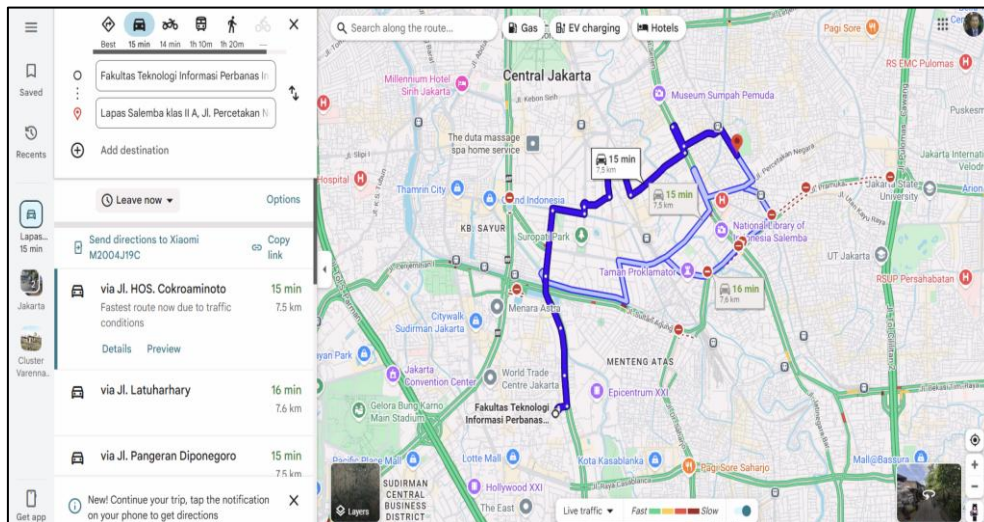


Figure 2. Map of the Salemba Class IIA Prison Area

This Community Service Program is expected to become a model for sustainable partnerships between universities and Salemba IIA Prison to develop innovations and collaborative solutions within the prison's work environment. This activity was conducted by the Community Service FTI Perbanas Team, along with female students supporting the program.

II. METHODS

In implementing this community service, a direct observation method is used in the field to directly see the conditions of Salemba IIA Prison in developing its human resources or staff, as well as how to increase creativity and collaborative problem-solving, which will be implemented at Salemba IIA Prison, Jakarta. Some of the methods implemented in this Community Service activity are:

2.1 Direct Observation

Direct observation is conducted by following an employee's daily routine for several days. Observation is a method of collecting data to achieve a desired goal.(Zanariyah, 2024). Observations can be conducted to conduct research and other field activities, including this Community Service Program (PKM) activity. This observation revealed that heavy workloads and monotonous routines lead to physical and mental fatigue for many employees. At the same time, it was also found that employees with administrative responsibilities often struggle to manage their time between administrative duties and supervising inmates.

2.2 Focus Group Discussion

Focus Group Discussions (FGDs) are conducted to understand the dynamics of teamwork and the challenges employees face in a collaborative work context. A Focus Group Discussion (FGD) is a structured discussion approach in small groups that allows students to express their opinions freely and respect differing perspectives.(Setiawan et al., 2025). The results of this FGD revealed a

communication gap between prison staff at the operational and managerial levels, leading to confusion in decision-making. Furthermore, staff expressed that they felt they had no role in determining policies that directly affected their work.

At the beginning of the activity, the Perbanas PKM Team, through Resource Person-1 (Mr. Budi Indarto, M.Kom), provided material on Creativity and collaborative problem solving for understanding related to:

1. The Importance of Creativity in Personnel Duties
2. Barriers to Creativity in Prisons
3. Creative Thinking Techniques in Prisons
4. The Impact of Creativity on Development

Next, group discussions were held to develop creativity training through design thinking for the participants, which enabled an in-depth solution-oriented understanding of the need to identify and create creative solutions to problems in prisons that must be understood by employees. Design thinking, which is an approach focused on creative solutions.(AR Hikmah et al., 2024).

In the Second Stage of the activity, the Perbanas PKM Team, through Resource Person-2 (Mr. Ir. Mercurius Broto Legowo, M.Kom), provided material on Creativity and collaborative problem solving for understanding related to:

1. The meaning of collaboration in prisons,
2. A culture of collaboration and mutual trust,
3. Integration of three concepts (creativity, problem-solving, and collaboration)
4. Mitigating the risk of cases/problems in prisons

Next, focus group discussions were conducted to develop collaborative problem-solving training for participants, which allowed for a deeper understanding of the need for risk mitigation of cases/problems in prisons that must be understood by employees. Risk mitigation is the process of identifying, analyzing, and reducing or eliminating risks that may occur in a situation or activity. The purpose of risk mitigation is to reduce the possibility of losses or negative impacts that may occur. Efforts to mitigate the impact of cases/problems in prisons are very necessary to develop strategies for preventing, overcoming, and handling cases in prisons.(Wibowo, 2020).

At the end of the program, an evaluation was conducted to assess the extent to which the participants' feedback regarding the implementation of the PKM training activities by the Perbanas PKM Team in this community service program was effective. Questionnaires were distributed for this evaluation by the female students supporting the program.

III. RESULTS AND DISCUSSION

3.1 Field Observation Results

The Community Service program was conducted through direct field observations over one day, with the following activities:

Day and Date: Thursday, November 13, 2025

Time: 9:00 AM – 12:00 PM

Venue: Salemba Class IIA Penitentiary, Jl. Percetakan Negara No. 88A 12, RT. 12/RW. 4, Rawasari, Cemp. Putih District, Special Capital Region of Jakarta 10570.

Field observations by the Perbanas Team during Community Service Activities at Salemba Class IIA Penitentiary are shown in Figure 3.



Figure 3. Perbanas Team's Field Observations during Community Service Activities at Salemba Class IIA Prison

The following is a list of Community Service Activities carried out by the Perbanas Team at Salemba Class IIA Prison, Jakarta.

Table 1. PKM Activity Structure

Time	Activity
08.00 – 08.30	Preparations for Departure from Perbanas Jakarta
08.30 - 09.00	Arrival at Salemba Class IIA Prison and Preparation for Activities
09.00 – 09.15	Presentation of Material Stage 1
09.15 – 09.45	Focus Group Discussion of Material Stage 1
09.45 – 10.00	Evaluation of Material Stage 1
10.00 – 10.15	Presentation of Material Stage 1
10.15 – 10.45	Focus Group Discussion of Material Stage 1
10.45 – 11.00	Evaluation of Material Stage 1
11.00 - 11.15	Response to PKM Activities from Salemba Prison
11.15 – 11.30	Completing the Participant List and Activity Evaluation Form from Training Participants
11.30 – 12.00	Closing Activities and Joint Activity Photos

3.2 Results of Focus Group Discussions (FGD) with Staff Employees

Initial presentation before discussion regarding the topic discussed, as follows in Figure 4 and 5:

Table 1 Student Distribution Frequency

No	Interval	Frequency	%	Category
1.	85 - 100	59	28.36	Very Good
2.	75 - 84	93	44.71	Good
3.	65 - 74	37	17.78	Average
4.	55 - 65	19	09.15	Bad
Total			100.00	



Figure 4. Community Service Material at Salemba Class IIA Prison



Figure 5. Presentation of Material by the Community Service Team

After the initial presentation of the material, the next stage was the first stage of FGD by conducting an FGD divided into 4 groups (1 group = 3 - 4 staff), and each group received one case/problem that was considered the most dominant in Salemba Prison, namely:

1. Inter-Block/Inter-Group Conflicts Among Prison Inmates
2. Suicide Attempts
3. Prison Officer Burnout.

Burnout, when defined, is a psychological process resulting from work stress that cannot be separated and causes emotional exhaustion, personality changes, and reduced performance.(Astuti & Has, 2023).

4. Disciplinary Violations by Inmates in Correctional Institutions



Figure 6. Focus Group Discussion – Stage 1

Figure 6. This first stage of focus group discussion (directed at a predetermined case) addressed the problem, problem identification, problem solutions, discussion outcomes, and key learnings from the case. The discussion results are shown in Table 1.

Table 1. Results of the Collaborative Creativity and Problem-Solving Discussion with Problem Topics and Solutions from the Case at Salemba Prison

Problem Case	Identification of Problem Cases	Problem Solution	Focus Group Discussion Results	Key Learnings
<i>Inter-Block/Inter-Group Conflicts Among Prison Inmates</i>	Problem identification is usually triggered by inter-tribal and inter-personal issues such as debts (daily needs)	1. The security chief's role is to gather several tribal chiefs for mediation. 2. Meeting daily needs evenly from the correctional institution.	Creating safe and conducive correctional conditions for the social reintegration process.	Complex problems that occur in residential block areas, both between tribes and between individuals, are monitored and controlled.
<i>Suicide Attempt</i>	Inmates feel they have lost the support system from loved ones or those they care about, so they feel useless; there is a lack of activities that divert negative thoughts, and there is a lot of psychological pressure experienced by inmates.	1. The correctional institution delivers counselling programs to inmates. 2. Inmates are redirected to participate in developmental activities. 3. Inmates are provided with motivation.	Correctional inmates feel that they are useful to their surroundings	Cross-sectional collaboration is to close gaps and create a solid system.

Problem Case	Identification of Problem Cases	Problem Solution	Focus Group Discussion Results	Key Learnings
Prison Officer Burnout	1. Decreased work enthusiasm 2. Decreased discipline 3. Negligence and indifference to duties 4. Excessive workload 5. Lack of support	1. Rotation/refreshment 2. Leaders provide support to subordinates 3. FMD activities	1. Officers gain new enthusiasm and motivation 2. Improved performance is created	1. The right people in the right positions 2. Balancing workload with healing or self-refreshment
Disciplinary Violations by Inmates in Correctional Institutions	Prisoners frequently fight with each other, causing clashes and emotional friction, which can disrupt security and order. If this situation continues without proper handling, the problem will escalate, leading to incitement and entrenchment.	The relevant sections are required to supervise and approach WBPs who have the potential to cause disturbances to public order and security.	Reduction in cases of fights between prisoners	Fighting problems require supervisory handling and a persuasive approach.

After the initial presentation of the material, the next stage was the second stage of FGD by conducting FGD for groups that were still the same as in Stage 1 Group (1 group = 3-4 staff), and the cases/problems discussed were still the same. The discussion and debate in Phase 2 relate to risk mitigation, namely: the problem, the main risks, their impact if they occur, the risk level, the risk and risk mitigation strategies for the problem, and the responsible unit for the case under discussion. Then, Figure 7. Focus Group Discussion – Stage 2



Figure 7. Focus Group Discussion – Stage 2

The results of the discussion are shown in Table 2.

Table 2. Results of the Collaborative Creativity and Problem-Solving Discussion with Problem Topics and Solutions from the Case at Salemba Priso

Problem Case	Key Risks	Impact If This Happens	Risk Level	Mitigation Strategy	Responsible Unit
Inter-Block/Inter-Group Conflicts Among Prison Inmates	Violence between inmates	Riots, injuries/deaths of inmates, and block unrest occurred	High	1. Tribal chief mediation between assisted residents 2. Conflict resolution training 3. Increased patrols	Guidance and security
Suicide Attempt	Increasing the number of inmates attempting suicide, increasing the anxiety and fear of other inmates who have the same problems	Escapes, number of sick inmates, mental disorders	High	1. Preventing suicide by removing objects that could lead to suicide attempts. 2. Collaborating with other departments to create activities that keep you busy. 3. Motivating life.	Prison security, Rupam. KPLP, Adm. Kamtib, Binadik Bimkemaswat, Consultants for both students and professionals
Prison Officer Burnout	Disruption of organizational systems, failure of services (visits, coaching, work activities), mental health (depression, divorce, suicide)	Organizations: Decreased public trust (IKM), security threats (hostility, absconding) Officers: Disciplinary action, domestic problems, hindered career advancement	High	1. Discussion room 2. Counseling 3. Rotation/refresher training 4. Training/technical guidance	Immediate superior, personnel officer, Head of Prison
Disciplinary Violations by Inmates in Correctional Institutions	Misuse of cell phones to commit crimes from inside/outside prison, weak supervision during searches, minimal facilities and infrastructure, and lack of officer integrity	Distributing drugs, becoming a tool for illegal transactions, and becoming a tool of threat	High	1. Conducting random, routine weekly internal inspections. 2. Strengthening facilities and infrastructure. 3. Providing coaching to foster a sense of integrity and imposing sanctions on officers who violate regulations.	Security and Order and the Head of Prison

3.3 Results of Community Service Activity Evaluation

This section is intended to assess the results of the Community Service activities conducted by the CS Team. The assessment was conducted by 14 discussion participants, representatives of Salemba Prison staff from various work units across the site. Table 2 is used to determine the assessment criteria for the activity evaluation results.

Table 3. Assessment Criteria

Scale	Assessment Criteria
1.00 – 1.49	Very Poor
1.50 – 2.49	Not Good
2.50 – 3.49	Pretty Good
3.50 – 4.49	Good
4.50 – 5.00	Very Good

The results of the activity evaluation, based on the assessment criteria presented above, are shown in Table 4 below.

Table 4. Activity Evaluation Results

No	Valuation Statement	Scale Average	Value Criteria
1	Understanding of the material presented To what extent do you feel you understood the content of the material presented during the activity?	4,75	Very good
2	How the speaker delivered the material Was the material presented clearly, easily understood, and communicative?	4,83	Very good
3	The resource person's mastery of the material How well does the resource person master and explain the material?	4,83	Very good
4	The material is presented engagingly. Is the material relevant, useful, and interesting to follow?	4,75	Very good
5	Overall appearance of the speaker Assessment of the speaker's attitude, speaking style, and appearance?	4,83	Very good
6	Willingness to participate again If this activity were held again, would you be willing to participate again?	4,58	Very good
7	Overall rating of this activity The overall rating you give to the entire activity	4,83	Very good

The evaluation results derived from the seven assessment statements reveal that 71% of participants perceived the Community Service Program (PKM) as excellent, whereas 29% considered it good. Overall, these findings demonstrate a high level of participant satisfaction and indicate the successful implementation of the program.

IV. CONCLUSION

This Community Service Program aims to enhance the creativity and collaborative problem-solving skills of officers at Salemba Class IIA Jakarta Penitentiary. The key learning from this activity is that creativity provides ideas, problem-solving provides direction, and collaboration provides strength.

The first-stage discussion identified key problems and solutions related to cases at Salemba Prison, with learning outcomes emphasizing collaborative creativity in addressing correctional institution challenges. The second-stage discussion highlighted the importance of risk mitigation, as it can significantly affect the reputation of Salemba Class IIA Prison.

Overall, the evaluation results indicate that 71% of participants rated this Community Service activity as very good.

THANK-YOU NOTE

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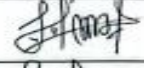
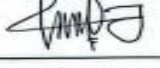
LIST OF PARTICIPANTS

The attendance list contains the participants and speakers who attended

**DAFTAR ABSENSI
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KAMIS, 13 NOVEMBER 2025**

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8					

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7	AFIFUP.12	
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10	M. Yusuf	
11	ELSA ATU INDIATI	
12	SATRIAWATI	

13. RAHMAT S.

14. ANDI IRAWAN

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