

Prisoners Empowerment Through Industrial Working in Indonesia

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ABSTRACT

In Indonesia, the paradigm shift in the treatment of violators is influenced by society's collective consciousness about the purpose of punishment and respect for human rights. Social re-integration is based on the premise that crime is only a symptom of disorganization in society. The dimension of self-reliance through industrial working aims at the ability to survive economically in the form of vocational training activities or production simulations. The researcher discussed about the effort of prisoner empowerment through industrial working; how leadership, motivation and creativity and commitment of heads, officers, and inmates in industrial working in Correctional Institutions are? The research approach is a qualitative approach, which relies on text data, deep interviews and relationships with others emphasizing participants' perceptions. The conclusion of the research is that industrial working activities in prisons empower the function of Wali Masyarakat, where leadership is required to provide motivation; the form of motivation offered to head of prisons, officers and inmates in the form of material and non-material; foster commitment by building ownership.

Keywords: Social Reintegration, Industrial Prisons, Empowerment, Motivation, Leadership.

1. INTRODUCTION

The development of human civilization today is a great influence in all aspects of human life, including the development of human rights. The principles of human rights apply in the life of the nation and state, including lawbreakers. The paradigm shifts in the treatment of violators are strongly influenced by the collective consciousness of the community about the purpose of punishment and respect for

human rights.¹

Social re-integration is based on the premise that crime is only a symptom of disorganization within society. The public should be responsible in the effort to foster violators of the law. Implementation of coaching wherever possible to provide ample space for communities and law-breakers to interact with each other. Thus the offenders are expected to internalize the values and norms applicable in the community.

The National Advisory Commission on Criminal Justice Standards and Goals provide support for social reintegration models. The Commission explains that keeping lawbreakers in the community is a very important thing because prisons or corporal institutions can basically lead to dehumanization.²

The inception of penitentiary system is a concrete manifestation of the spirit to give the best treatment to violators of the law, namely Warga Binaan Pemasyarakatan, abbreviated as WBP. The WBP must remain treated as human beings and human resources with good potential and continue to promote humanitarian values.

Behavioral change to what is implemented through a penitentiary system becomes a revolutionary tool that has a specific purpose for the integration of life, livelihood and livelihoods in prisons, inmates can still be tailored to the specified requirements. The revolution undertaken against the WBP's treatment changed the paradigm of a special coaching program on work activities that initially applies only to the bureau program to a coaching program that leads to the prosperity of prisoners, institutions, communities, nations and countries.

This dimension of self-reliance has a color that tends to lead the ability to survive economically embodied in the form of vocational training activities or production work simulations for prisoners. These activities are implemented in the form of job training skills (hereinafter referred to as Training Activities) and work / production activities for Prisoners (here in after referred to as Industrial Working). These Industrial Training and Activities, in addition to providing skills, also help convicts develop themselves and prepare themselves to return into the society with confidence. Policies on the implementation of industrial working in prisons in its development experienced a significant dynamics. Beginning in the 1951 prison ministry conference in Nusakambangan that formulated the work of prisoners and prison companies should be adapted to outside circumstances.

¹ Suwanto, "*Ide Individualisasi Pidana dalam Pembinaan Narapidana dengan Sistem Pemasyarakatan*", Jurnal Equality, Vol. 12, No. 2, Agustus 2007.

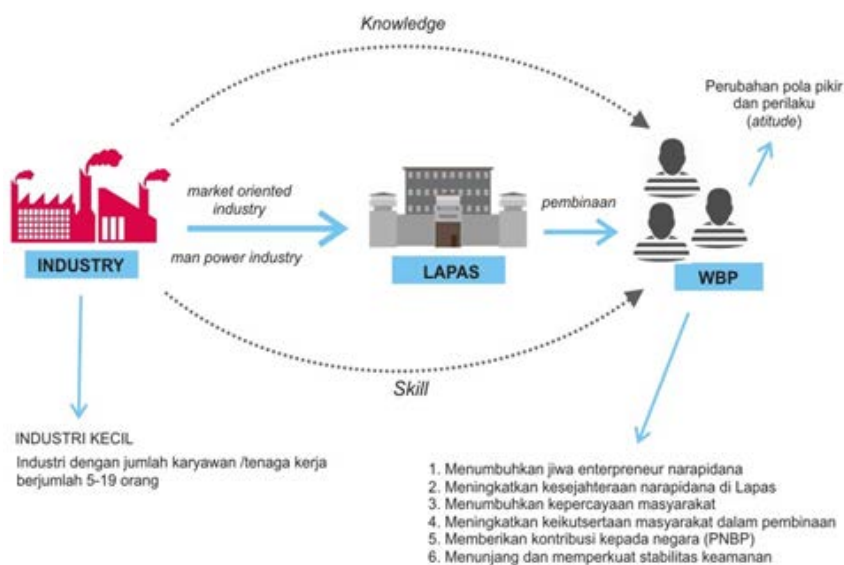
² Clemens Bartolas, *Correctional Treatment; Theory and Practice*, (New Jersey: Prentice Hall, Inc. 1985) h. 28.

Meanwhile, according to the preliminary conception of Penitentiary in 1963, the principle that the work and education given should not be time and work must be one with the existing in society and addressed to national development. While in the Conference of the Jail in 1964, the conception was reinforced by unraveling the importance of the development of Correctional Institutions that are in line with companies in the community.

At the international level, the work activities within the prison were regulated in the Minimum Rules for the Treatment of Prisoners (SMR) agreed upon by the United Nations in Geneva in 1955. In this SMR explicitly stated that every prisoner should be required to work, which aims to maintain physical and mental health. Work should be provided to improve the ability of Prisoners in a good life post-free from prison.

In practice, prisons themselves have experienced much trial and error in applying the applicable industry concept. At least, this Correctional Company practice is undergoing various transformations either ups and downs.

Conceptually, the idea of Industrial Prison is an idea to build a prison in which are industrial working that make WBP have skilled workforce. With the existence of this industry working is expected to be a means to provide skills, knowledges and the formations of a WBP good attitude mentally. In more detail it can be said that with the prisons of the industry is expected to have a positive impact, namely to grow the entrepreneur's spirit of WBP, improve the welfare of the WBP because they get wages from their production activities, fostering public trust that ultimately can increase community participation in the implementation of coaching program, contributions to the state of non-tax state revenues (PNBP), and a contributing factor in the creation of security and order within the prisons.



Picture 1.1

Orientation of Prison Industry

The idea of building a modern and profit-oriented Industrial Prison, it has been proven successful in many other developed countries, one thing that continues to surface and has a strong hope of being realized. Following the development of the implementation of correctional tasks, the idea of a productive prison has actually evolved over the previous decade with several program variants, such as Bengkel Kerja Bangkit (2012).

Workshops aim to make WBP skilled, expert, and independent; minimize disturbance kamtib, and increase state revenues. Scope of workshop is divided into 3, namely skills training, professional management, and industrial / production. The types of businesses are mapped to 7, they are

1. Industrial Working Activities;
2. Pre-Employment Working Activities;
3. Services Working Activities;
4. Agricultural Working Activities;
5. Plantation Working Activities;
6. Fisheries Working Activities; and
7. Livestock Working Activities.

Afterwards, continued with Productive Prison Program (2013) which are classified into 3 categories, namely: prisons featured, prisons growing, and prisons stubs. Currently, development programs are implemented throughout prisons in Indonesia but have not entirely organized industrial activities. The Ministry of Justice and Human Rights of the Republic of Indonesia has established 24 (twenty four) prisons as industrial prisons, one of which is Warungkiara Class III Correctional Institution. Based on the performance report of the Technical Implementing Unit, the industrial working in the industry appointed have experienced the dynamics of success, some are increasing and some are decreasing or even not producing. It also occurs in Warungkiara Class III Correctional Institution very fluctuative if we seen from 3 (three) period of leadership. It is a special attraction for writers to conduct research and make it as a locus in this study.

The industrial working program at Warungkiara Class III Social Penitentiary was inaugurated by the Minister of Law and Human Rights of Republic Indonesia where the focus of activities is to engage in fattening cattle. In addition, other industrial workingnamely installation / assembling decorative lighting cables made by inmates in every room. This activity does not require special skills so that every inmate is able to do it. Based on the results of initial interviews with the Head of Class III Warungkiara Penitentiary at least researchers have the initial assumption that there are

several factors that became the success of this program. The factors are the pattern of leadership, motivation, creativity, and organizational commitment.

Based on the background that has been described above, the researchers are interested to conduct research on industry prisons, especially related to the process of empowerment of the WBP (in this case inmates) in an effort to implement the idea of prisons Industries in the implementation has been a long journey with various fluctuations and ups and downs. The locus chosen in this research is Warungkiara Class III Prison, Sukabumi, West Java. Besides, because this prison is one of the prisons that have been established by the Ministry of Law and Human Rights of Republic Indonesia, the prison also has a community-based industry activity where the activities of the industry are adjusted with local opportunities and potential.

The formulation of the problem to be discussed by the researchers is how the efforts to empower the prisoners through industrial working; how the leadership, motivation and creativity and commitment of heads, officers, and inmates in industrial working in Class III Warungkiara Sukabumi Prison Institution are ? While the research approach is used a qualitative approach, qualitative data rely on text data, the characteristic of this method is its emphasis on the process, where the process looks at how facts, realities, symptoms and events occur and are experienced, specifically about how researchers are involved in depth and establish relationships with others, this method emphasizes the perception of participants as the key.³

2. DISCUSSIONS

2.1 Empowerment for Prisoners at Class III Warungkiara Sukabumi Penitentiary

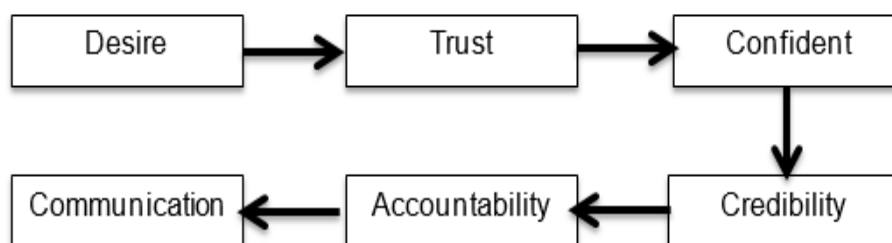
Empowerment of Officers and Prisoners becomes very important and strategic to be implemented because of Law No. 12 of 1995 on Corrections. In the concept of empowerment of officers and prisoners, the researchers also agree with thing that was presented by Winarni which revealed that the core of empowerment includes three things, namely developing (enabling), strengthening the potential or power (empowering), the creating of independence. Starting from this opinion means that empowerment not only happens to inmates who do not have the ability, but the prisoners who have limited power, so that can be developed to achieve independence. The officer must understand and have the ability because it is constrained by the criminal period of the prisoners, because when free is not maximal, hence required the

³ J. R Raco, *Metode Penelitian Kualitatif, Jenis, Karakteristik dan Keunggulannya*, (Jakarta: PT. Gramedia Widiasarana Indoensia,2011),hh.59-60.

ability of officers, usually the activity will stop when the transfer of knowledge is not conveyed, for that required the ability of the officer.

Furthermore, from the concept presented by Winarni, the empowerment for prisoners in prisons of Class III Warungkiara needed some things that translated into several aspects, namely the need for expert managers (expert) involving professionals, assessment officers and prisoners, safe and comfortable, determine core business, priority scale of Propas superiority, transfer of Science from Officers to inmates, effective communication, maintaining trust, cooperation, monitoring and evaluation, training and comparative study to prisons conducting industrial activities.

This is also in line with the empowerment model delivered by Khan in Suparno that creates an empowerment model that can be developed within an organization to ensure the success of the empowerment process within the organization.⁴



Picture 2.1 Empowerment Model

In the first stage is desire of management to delegate and involve workers. Such a thing have been done from the era of leadership of head prison the first to the third. The way is done by the officers and prisoners been given the opportunity to identify emerging problems, then minimize the directive personality and expand the involvement of officers and inmates and describe team skills and train employees to self-control.

In the second phase. Trust is done by building trust between head of prison, officers, prisoners and relevant stakeholders. The mutual trust between members of the organization will create good conditions for the exchange of information and advice without fear.

Once created trust then can proceed to the third stage of confident or the creation of confidence officers and inmates so as to maximize work activities that will be done.

⁴ Prof. Dr. Suparno Eko Widodo, MM, *Manajemen Pengembangan Sumber Daya Manusia*, (Yogyakarta: Penerbit Pustaka belajar, 2015), h. 202.

After doing the work then continued in the fourth stage of the Credibility. maintain credibility with awards and develop a work environment that encourages healthy competition so as to create a high performance organization.

The next process of empowerment is Accountability (Authority) which is the responsibility of officers and prisoners on the task and authority given. This stage is also a means of evaluating the performance of officers and prisoners in the settlement and responsibility of the given authority.

In the final stage is Communication (Communication) which aims to understand each other between head of prisson, officers and narapidan. This openness can be realized with criticism and suggestions on the results and achievements of the leadership of head of prison, and the implementation of the duties and authorities carried out by officers and prisoners.

Furthermore related to empowerment in prisons III Class Warungkiara, the researchers agree with what was conveyed by Conger and Kanungo (1988) in Ali Pirannejad explaining that empowerment is a complex concept consisting of many interrelated aspects and involving the involvement of many stakeholders and interaction. Prisons Class III Warungkiara should not only build the soul of the prisoners but also provide skills for inmates so that later can be empowered but to provide these skills can not be done by the Ministry of Justice and Human Rights but require the help of various parties.

Ultimately, the main approach in the concept of empowerment is that prisoners are not subjected to various activities in prisons, but are subject to the activity itself. Based on such concepts, empowerment of prisoners should follow the following approaches: first, the effort should be directed. This is popularly called parenting. Secondly, the program must be directly included or even implemented by the targeted Third prisoner, using a group approach, because if done by inmate the prisoner will find it difficult to solve the various problems he faces.

2.2 Leadership in empowerment of prisoners through industrial working

Leadership is one of the determinants of success or failure of guidance in Penitentiary. Indeed the style of leadership must also adjust to local culture. Therefore, the leadership system in Warungkiara Prison put forward maners and cultural order based on a traditional Sundanese philosophy which is always used is "Laukna Beunang Caina Herang" freely interpreted to get the result by not not make people offended.

In analyzing the related leadership that must be owned by a head of prison who have industrial work activities include: Knowing and implementing rules relating Tasks and Functions, mapping Management System activities keja, Strong

Leadership, build effective communication, have spiritual intelligence or Emotional Spiritual Quotient (ESQ), Responsibility (hierarchical consultation, both to the Regional Office and also to Ditjenpas), Initiative and Courage, Quality Control, Focus, Marketing, Production Competitiveness, Third Party Involvement, Evaluation and Sustainability.

Leader of prisons III Class Warungkiara should also be able to maximize the potential that is around the prison and take advantage of various opportunities to be able to maximize industrial work activities in prisons. If this can be achieved, it is possible that the Warungkiara Class III Prison will become the Model Role for other prisons throughout Indonesia to be able to empower prisoners through work activities and ultimately to alter the negative stigma in the community that prisoners are merely "public garbage" which can not be trusted and re-empowered in the community.

Ultimately, leadership and adaptation to change are the greatest challenges facing today's leaders. Leaders must use the most effective leadership style in influencing subordinate perceptions of the goals to be achieved and how to achieve them. The role of a leader in human relationships in work is closely related to the style of leadership that he displays. Effective leadership will encourage subordinates to turn effort into performance. Leaders in a changing organization are always faced with the choice of which leadership style is appropriate and appropriate to apply in the organization. Therefore, a leader is expected to display a leadership style that can adapt to the conditions and situations and to which subordinates he leads. A leader who only displays a single style will be less effective. In addition, it is expected that a leader appears as an inspiration in difficult times, so that the confidence of the leader in the subordinate.

2.3 Motivation Head of Prisons, officers, and prisoners in industrial working

The motivation of industrial work activities in prisons is defined as internal and external impulses within the officers and prisoners indicated by: desire and interest, encouragement and needs; hopes and aspirations; appreciation and respect. Motivation is also something that makes Prison Heads, Officers and Prisoners have a passion and act to do something about what is ordered and desired.

In the era of the first head of prison leadership the process of motivation was directed not only to officers and prisoners but also to the itself gained from the competent person in his field. The form of motivation offered to head of prison, officers and inmates is usually material and non-material. For head of prison and motivation officers are given in the form of non-material that is giving awards or getting promotion or given the opportunity to occupy a higher position, while for

prisoners in the form of material that is the premium to the results of work activities undertaken

While in the era of leadership of the second head of prison, head of prison see that the provision of motivation is one reason for someone to want to do a job. Therefore, in the provision of motivation is also based on two forms, namely:

1. Motivation that is non-material, motivation based on the desire of the spirit will carry out the values both spiritual and, because the ideals of a better life;
2. Motivation that is material, motivation that is based because of the gift of material.

Giving motivation to officers and prisoners is a skill that must be owned by a leader to be able to move what he leads and should be able to read what motivation is most appropriate to the object to be motivated.

Some pre-existing forms of motivation are then continued in the third leadership era of the head of prison, for example for motivation of prisoners who engage in work activities will earn wages / premiums and for inmates who have fulfilled administrative and substantive requirements will be proposed to obtain conditional leave program and parole. While the provision of motivation given to the officer is a better career ladder, where qualified officers who have performed their professional duties in the field of coaching, especially self-help, will be proposed to occupy structural positions.

2.4 Creativity Head of prisons, officers, and inmates in industrial working

In growing and developing creativity in industrial work activities in prisons can be seen from several aspects such as novelty, able to read market needs, able to develop talent and able to create branding.

Novelty is one element of the formation of creativity. So far the element of novelty has not been so visible in the era of leadership first head of prison because in that era is the beginning of industrial work activities in prisons so that the implementation of activities are still based on the duties and functions that have been set in legislation, while the existing work activities are still in accordance with what ordered by relevant stakeholders.

In the era of leadership of the second Head of prison there are some elements of the novelty of the main activities in prisons and industrial work activities, while the novelty element that is done on the second Head of prison, among others:

1. Establishing a system for inmates related to job applications in Industrial working in prisons III Class Warungkiara, this system aims to improve the skills of prisoners in the administrative process;

2. Creating sub-communities within the prison environment for industrial work activities in prisons while teaching how to socialize well among fellow inmates.
3. Developing community-based economy based on industrial work activities in prisons III Class Warungkiara by: Empowering the community around prisons III Class Warungkiara to support industrial working in prisons, the community can use the manure to be used as fertilizer organic exchange for grass, straw, or corn stalk, Preparing inmates who will be free to participate in raising cows in the village and in the channel to the prisons for marketing assistance.

While in the era of leadership Head of prison third element of novelty can be seen in the program of industrial work activities in Warungki class III classroom, namely: In integrated cattle livestock activities have been planned not only do the cattle fattening process but trying to make the slaughterhouses; In bakery making activities, have made various kinds of bread / cookies and accept orders from outside parties; Future plans of some wages / premiums earned by the assisted citizens who work will be entered into a savings book and managed by Class III Warungkiara prison cooperatives in a transparent manner.

In reading the market opportunity, Head of prison first determines what kind of activities will be done in the work activities. The steps are to research what the community is interested in; determine the product to be produced; learn the potential and natural resources that are around the prison for ease in carrying out activities without having to spend large capital, and determine the amount of capital needed. In the second era of head of prison leadership is to continue the activities of the first Head of prison but more focused on seeing the potential of culture and social potential of Sukabumi Regency. At the time of the third Head of prison can not be separated from the supply and demand, where the provision of work activities in prisons in accordance with the demand on the market, by seeing the needs of beef consumption, chicken eggs, catfish and pallet needs in Sukabumi District high enough, meet the needs of consumers.

Developing the talents of both the officer and the prisoner is a form of creativity that has been done in both the first, second and third Head of prison in the form of: identifying and exploring the interests / talents of every resident, determining the products produced, implementing the agreed production program. This also applies to branding and packaging processes.

2.5 Organizational commitment to industrial working

Two influencing factors are the internal factors created by the excellent quality of human resources, and the external ability of a leader to encourage and enhance them. While in its implementation, organizational commitment in prisons of Warungki Class III can be interpreted into several aspects that are related to the understanding of duties and functions for all elements in prisons, the existence of Grand Design for sustainability, fosters a sense of belonging for Head of prison, officers and prisoners, the existence of collective collegial decisions, the existence of reward and punishment systems, the creation of teamwork and targeted marketing. In order to develop a sense of belonging to Head of prison, officers and prisoners are conducted by conducting regular meetings to motivate employees and assisted citizens both individually and in groups.

While the collective collegial decision element is used to determine what program activities will be created and discussed with the team. For elements of reward and punishment system Warungkiara Prison provides Employee of the Month every month as a form of appreciation to the best Officer in one month running. At the time of the third Head of prison led innovation was a reward for prisoners. Inmates who have worked in productive employment will be paid / premium and placed in the Open Camp (not in the residence), as well as proposed for conditional leave program, free leave and parole. But for those who violate will be given sanctions in the form; (straf cells), removal of remissions, and not proposed for conditional leave program (CB), free leave (CMB) and parole (PB).

To create teamwork by creating cooperative and working slogans that are always used when conducting industrial working in prisons III Warungkiara Class, with the number of employees who only 39 people all Correctional Officers of course teamwork and other stakeholders become a very decisive. All this should also be wrapped by doing the right marketing system. This is the key to the success or failure of industrial working both in companies and organizations that are economic, even though Industrial Activity in prisons Class III Warungkiara not make profit as a core business but still we must pay attention to marketing to be done.

3. CONCLUSIONS

From the results of the above exposure analysis, it can be concluded that the work activities of Industry in prisons III Class Warungkiara as follows:

1. Efforts to empower prisoners through industrial working in done by empowering the function of Correctional Guardian, by looking at the program and adjust the prison conditions and human resource capabilities of the prisoners.

2. Leadership in the empowerment of prisoners through industrial working is required to provide motivation for prisoners excited in doing the work, empowering inmates in accordance with their skills and produce products that can compete, and that is not less important to lead prison officers sincerely and earnestly to want to work, hard work and harder work in order to succeed what the goals of the organization.
3. Form of motivation offered to Head of prison, officers and prisoners usually in the form of material and non-material.
4. Head creativity, officers and prisoners in industrial working at Class III Warung Kiara Sukabumi Prison is done by creating an idea or idea based on the chats related to the activity, and through training provided by the teachers, principally heads, officers, and prisoners creating ideas comes from the obstacles or difficulties of heads, officers, and inmates in the work they do, sometimes their ideas come from small talk / discussion at the time of their break from work, then the ideas or ideas conveyed by inmates are usually accepted and if appropriate with the budget and needs can then be accommodated ideas or ideas.
5. In prisons III Class Warungkiara organizational commitment grown in the following way: to grow a sense of belonging and assume the element of prisons is part of the family; create a harmonious relationship; create pride; building awareness of work is worship and building effective communication in the hope that the prisons are well managed; maximize the production of industrial prisons; building an understanding of the main tasks and functions to be one indicator of how someone has an organizational commitment.

4. RECCOMENDATIONS

From the results of the above conclusions, it can be suggested in short, medium and long term form as follows:

Short-Term:

- a. BPSDM : create a program of sanction for officers related to industrial working activities in prisons.
- b. Directorate General of Penitentiary:
 - Conducting interest and talent search through the assessment process or question and answer to the inmates about the expertise they possess as well as the interests and desires of the inmates related to industrial activities
 - Affirming that hierarchical responsibility must be performed by the Warungkiara Class III Prison to the West Java Legal and Human Rights

Office and Directorate General of Corrections by reporting on an ongoing basis each activity.

- Ministry of Finance: make improvements to the regulation The adjusting ministerial regulates not to clash with FMD related to Non-Tax State Revenues (PNBP) to maximize the benefits of an Industrial Prison.
- c. Prison Class III Warungkiara::
- Able to create effective 2 (two) ways communication from Head of prison, officers and inmates;
 - Head of prison can minimize and solve every problem by looking at the ability of subordinates at the level of implementation in the field;
 - Head of prison provide support and generate motivation to be an integral part of the superior's orders to subordinates;
 - Head of prison able to nurture and establish discipline, responsibility and cooperation and enthusiasm work.
 - Head of prison need to learn to understand the work done; Creating trust and credibility;
 - Share the vision clearly, leaders must have ideals that are easy to understand, without any direction, then the organization's goals in prisons will be difficult to achieve; and
 - Coaching, Mentoring, Communicating and Listening, in principle Head of prison is the coach, this is the initial formula for building success in prisons.

Middle-term:

- a. Directorate General of Penitentiary:
- Perform industry performance mapping with POAC measurement (Planning, Organizing, Actuating and Controlling).
- b. Establish indicators of Head of prison Industri's selection and recruitment system to see the ability of a Head of prison in placement in prisons
- Prison of class III Warungkiara, build a better premium system for prisoners, so that when the prisoners are released, they can have savings and the management is handed over to the Prison Cooperative...
 - Maintain and improve the quality of industrial work to continue to compete

Long-term

Building community-based industrial economy in prisons of Class III Warungkiara, so the process of social reintegration for the hope of the can live in accordance with the Prison Principles.

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