

## MANAGEMENT ANALYSIS OF THE INDEPENDENCE DEVELOPMENT PROGRAM AT THE GUNUNG SINDUR CLASS IIA NARCOTICS CORRECTIONAL INSTITUTION



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### **ABSTRACT**

*This study aims to analyze the management of the independence coaching program at the Narcotics Correctional Institution Class IIA Gunung Sindur. The background of this research focuses on the process of fostering independence, which has just undergone nomenclature from a special prison that focuses on spiritual guidance to a narcotics prison that provides guidance that provides independence guidance for the provision of prisoners when they have finished serving their sentence following Correctional Law No. 22 of 2022. The research method used is qualitative and descriptive, which involves in-depth interviews and documentation studies to collect data from officers and prisoners. The results showed that the coaching program has been running according to the established guidelines, although there are still challenges in terms of the availability of resources, facilities, regulations, and the interest of prisoners. In terms of coaching facilities, this study recommends motivating prisoners and continuous training for officers and prisoners so as not to rely on third parties to maintain the quality and effectiveness of self-reliance coaching.*

**Keywords :** *Fostering Independence; Inmates; Management; Prisons*



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## INTRODUCTION

The penitentiary system in Indonesia is an integral component of the criminal justice system that aims not only to provide sanctions, but also to rehabilitate and prepare prisoners to return to society as productive citizens. Since the introduction of the concept of correctional care by Dr. Sahardjo in 1963, the focus of this system has shifted from a retributive approach to a rehabilitative approach (Prayoga & Muhammad, 2023). This paradigm shift emphasizes the importance of inmate development, especially in the aspect of independence, as an effort to reduce recidivism and facilitate effective social reintegration. The Gunung Sindur Class IIA Narcotics Correctional Institution, formerly known as the Gunung Sindur Class IIB State Prison, has undergone significant changes in its status and functions. Based on the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number M.HH.09.OT.01.03 of 2018, this institution was upgraded to a Class IIA Narcotics Prison with a Super Maximum Security security classification. However, further changes occurred through the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number M.HH-02. OT.01.03 of 2023, which changes the nomenclature to the Gunung Sindur Class IIA Special Correctional Institution with a Medium Security level. This change in status has significant implications for security strategies and, more importantly, for the patterns of self-reliance that are implemented.

Fostering independence at the Gunung Sindur Class IIA Narcotics Prison is the main focus in an effort to prepare inmates to return to society. In accordance with Correctional Law No. 22 of 2022, especially articles 35-39, coaching is carried out by respecting human rights and aims to increase inmates' independence, skills, and compliance with legal norms and rules. This coaching is carried out individually or in groups, taking into account the characteristics, needs, and potential of each inmate.

**Table 1**  
**Showing Data on Class IIA Narcotics Prison Inmates Mount Sindur**

Types of WBP	Inmate	Total
Age Classification	Adult	
Classification of Criminal Acts		
Special Crimes	974	974
General Crimes	278	278
Total	1252	1252

Source: Correctional Database System ([sdppublik.ditjenpas.go.id/](http://sdppublik.ditjenpas.go.id/)), 2024

This data shows that the Gunung Sindur Class IIA Narcotics Prison currently accommodates 1252 inmates, with the majority (974) being perpetrators of special crimes, while the rest (278) are perpetrators of general crimes. The maximum capacity of this prison is 1308 inmates, indicating that this institution is operating close to its full capacity.

The independence development program implemented at the Gunung Sindur Class IIA Narcotics Prison includes various activities, as shown in Table 2.

**Table 2**  
**Types of Prison Independence Development Activities**  
**Class IIA Narcotics Gunung Sindur**

Item	Type of Construction	Coaching participants
1	Catfish cultivation	4
2	Laundry	4
3	Barber	1
4	Red ginger	4
5	Coffee	4
6	Culinary	5
7	Sew	2

Source: Gunung Sindur LPN Guidance, 2024

These programs are designed to provide practical skills that can assist inmates in building a productive life after serving their sentences. However, although the variety of programs offered is quite diverse, the number of participants in each program is relatively small compared to the total inmate population.

The effectiveness of this independence development program is a critical question considering the challenges faced in its implementation. Some of the obstacles identified include. Lack of understanding and recognition of the importance of independence for prisoners. Difficulties for inmates in taking the initiative and organizing themselves after completing their sentences. Limited resources and facilities to support a comprehensive coaching program. Changes in the security status of prisons that can affect the implementation of coaching programs.

This study aims to analyze in depth the process of the independence development program at the Gunung Sindur Class IIA Narcotics Correctional Institution. The main focus of the research is to identify the factors that affect the effectiveness of the program, evaluate its impact on inmates, and formulate recommendations for the development of more effective and efficient programs. By understanding the dynamics and challenges in the implementation of the independence development program, this research is expected to make a significant contribution to the development of correctional policies and practices in Indonesia. The results of this study will not only be useful for the Gunung Sindur Class IIA Narcotics Correctional Institution, but can also be a reference for other correctional institutions, policy makers, and related stakeholders in an effort to improve the effectiveness of the national correctional system

## **LITERATURE REVIEW AND RESEARCH FRAMEWORK**

### **Previous Research**

Several previous studies have examined aspects of fostering independence in correctional institutions. Sari (2018) analyzed the work motivation of inmates in the self-reliance development program, finding that the motivation varied based on Maslow's theory of needs. Adisaputra et al., (2022) examined the application of self-reliance development in the integration program, emphasizing the importance of the relationship between coaching and preparation for reintegration. Marani (2014) examined the implementation of the self-reliance development program from the perspective of human rights, identify resource and budget constraints. Focus on fostering self-reliance through employability, emphasizing the importance of developing practical skills. Zaki and Anwar (2022) evaluated the effectiveness of fostering independence in preparation for community reintegration.

**Table 3**  
**Summarizing of previous studies**

Researchers	Year	Research Focus	Key findings
Ma'afi & Subroto	2023	Prisoners' work motivation	Variations of motivation based on Maslow's theory
Adisaputra & Subroto	2022	Construction in integration programs	The importance of linkages between coaching and reintegration
Hunafa & Wibowo	2022	Human rights perspective in construction	Resource and budget constraints
Zaki & Anwar	2022	Job skills in coaching	The importance of developing practical skills
Soenaryo	2020	Effectiveness of coaching for reintegration	Evaluation of the impact of coaching on reintegration

### **Management Theory**

Management theory is the foundation in analyzing the process of the independence development program. Terry (2008) identifies four basic functions of management: planning, organizing, executing, and supervising. Gulick expanded this concept by adding staffing, coordinating, and reporting (Nidin et al., 2024).

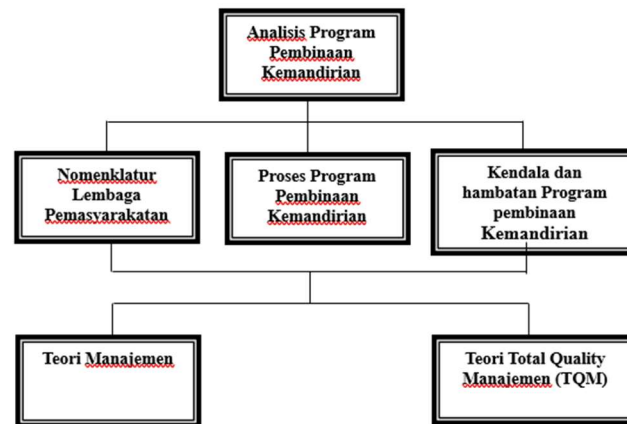
### **Total Quality Management (TQM)**

TQM, as defined by Talibonso et al., (2021), is an integrated approach to improving quality at every level of the organization. In the context of fostering self-reliance, the three relevant components of TQM are:

1. Customer Focus: Identifying and meeting the needs of inmates as 'customers' of coaching programs.
2. Continuous Improvement: Implementation of the Plan-Do-Study-Act (PDSA) cycle in the development of coaching programs.
3. Employee Empowerment: Involves correctional officers in the planning and decision-making process.

### **Research Framework**

The framework of this research integrates management theory and TQM in the context of fostering independence in correctional institutions. The analysis focuses on how management functions are applied in coaching programs, taking into account TQM principles to improve program effectiveness. Figure 1 illustrates the research framework of thinking.



**Figure 1**  
**Research Framework**

## METHOD

This research uses a qualitative approach, which according to Rijali (2018) can provide descriptive data in the form of language, writing, and individual behavior observed. The qualitative method was chosen because of its ability to provide detailed information about the experience, views, and context of the research subject. This approach allows researchers to interact directly with subjects, collect rich data, and perform in-depth interpretations (Moleong, 2010).

This study adopts an analytical descriptive design. The goal is to describe, explain, and answer research questions by investigating the research object in detail and depth. The focus of the research is on natural conditions found through direct observation and personal interviews with resource persons, namely inmates and prison officers. This design was chosen to enable researchers to account for the reality in the field, especially in analyzing strategies to improve the quality of capacity building for the independence of inmates in the Gunung Sindur Class IIA Drug Prison.

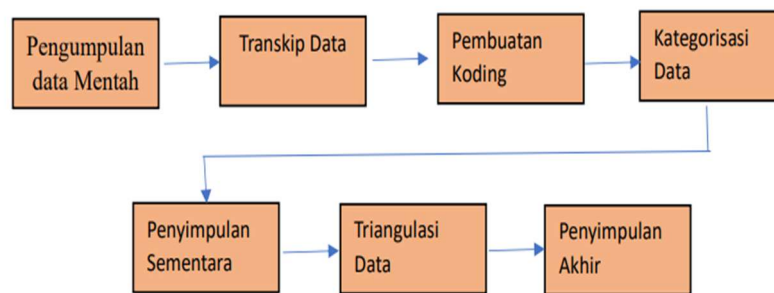
**Table 4**  
**Characteristics of Informants**

Item	Initials	Position	Remarks
1	WW	Head of Giatja Section	1 Person
2	LR	Head of Giatja Sub-Section	1 Person
3	AT	Giatja staff employees	1 Person
4	SA	Fostered residents who carry out culinary independence development activities and Red Ginger	1 Person
5	IM	Fostered residents who carry out activities to foster the independence of Red Ginger	1 Person
6	MA	Fostered residents implementing Hydroponic independence development activities	
7	SF	Fostered residents who carry out Laundry and Fisheries independence development activities	
8	SS	Fostered residents who carry out activities to foster Plantation and Fisheries independence	
9	ML	Fostered residents who carry out sewing independence development activities	
10	RS	Fostered residents who carry out barbershop independence development activities	

This study uses three data collection techniques:

1. Observation: Conducted directly and participatory to gain an in-depth understanding of the context and dynamics of the phenomenon being studied. Observation includes place (Gunung Sindur Class IIA Correctional Institution), actor (Key Informant and Informant), and activity (Independence Development Activity).
2. Interviews: Use structured, semi-structured, and unstructured interviews to obtain comprehensive data. Face-to-face and virtual interview strategies are implemented to ensure the convenience of informants and the quality of the data obtained.
3. Research Documents: Includes archives, records, journals, and publications relevant to the research topic. Documents are used as secondary data sources and primary data complements.

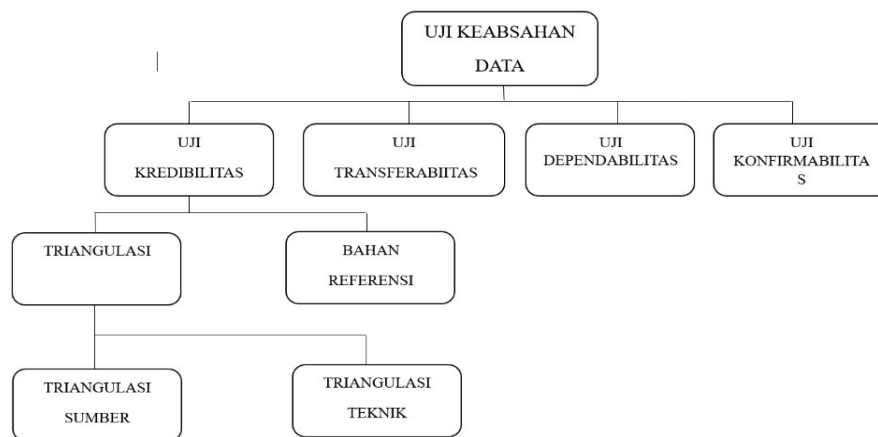
Data analysis uses theoretical triangulation and source triangulation. Theoretical triangulation involves the use of several theories or conceptual frameworks to analyze and interpret data. Source triangulation is performed by analyzing data from a variety of different sources or viewpoints to ensure the validity and reliability of the findings.



**Figure 2**  
**Data Analysis**

To ensure the validity of the data, this study uses several data validity techniques:

1. Credibility Test: Includes triangulation of techniques and sources, as well as the use of reference materials.
2. Transferability Test: Presents a detailed, clear, systematic, and credible description to allow the application of research results in other contexts.
3. Dependability and Confirmability Test: Ensuring the consistency and objectivity of research results.



**Figure 3**  
**Data Validity**

By using this research method, the researcher aims to produce an in-depth and comprehensive analysis of the process of the independence development program at the Gunung Sindur Class IIA Narcotics Correctional Institution.

## RESULTS AND DISCUSSION

### Profile of Correctional Institution

Gunung Sindur Class IIA Special Correctional Institution is located on Jalan Pengayoman Complex of the Ministry of Law and Human Rights of the Republic of Indonesia, Cibinong Village, Gunung Sindur District, Bogor Regency, West Java Province. This institution has the capacity to accommodate 1,308 inmates, with four residential blocks consisting of various types (Sudarto, 2024).

The vision of this institution is "Restoring the unity of life relationships, life and livelihood of correctional inmates as individuals, members of society and creatures of God Almighty." The mission of the institution includes the care of prisoners, the coaching and guidance of inmates in the context of law enforcement, crime prevention, and human rights protection (Sudarto, 2024).

### Organizational Structure and Human Resources

The organizational structure of the Gunung Sindur Class IIA Narcotics Prison follows the Regulation of the Minister of Law and Human Rights of the Republic of Indonesia Number M.HH-05.OT.01.01 of 2011 (Setiawan, 2024). One of the important components in this structure is the Work Activities Section, which is responsible for work guidance, preparation of work facilities, and management of inmates' work results (Sativa & Wibowo, 2023).

**Table 5**  
**Distribution of Employees by Position**

NO	Position	Number (Person)
1	Structural Offices	14
2	Staff	44
3	Guard	39

Source: Data from the Head of the TU Subdivision of Gunung Sindur Class IIA Narcotics Prison, 2024



Analysis of employees' educational backgrounds (Table 2) shows that the majority of employees (67%) have high school education backgrounds (Salas. Andhika Yovaldi & Anwar, 2021). This indicates the need to improve the educational qualifications of employees to support more effective coaching programs (Marani, 2014).

**Table 5**  
**Distribution of Employees by Gender and Education**

Gender		Education			
Man	Woman	High School	D3	S1	S2
88	9	65	2	24	6

Source: Data from the Head of the TU Subdivision of Gunung Sindur Class IIA Narcotics Prison, 2024

### Facilities and Infrastructure

Gunung Sindur Class IIA Narcotics Prison is equipped with various facilities to support coaching programs and the daily lives of inmates (Rahardjo & Anwar, 2022). Table 3 shows the details of the facilities and infrastructure available:

**Table 6**  
**Facilities and Infrastructure**

Item	Building	Sum	Information
1	Wasrik Post	1	
2	Visitor Prayer Room	1	
3	Visitor Lounge	1	
4	Playground	1	
5	Vihara	1	
6	Church	1	
7	Canteen	1	
8	Mosque Secretariat Room	1	
9	Administration Building	1	
10	Lobby	1	
11	Guest Lounge	1	

Source: Data from the Head of the TU Subdivision of Gunung Sindur Class IIA Narcotics Prison, 2024

The diversity of these facilities reflects the institution's efforts in providing a supportive environment for the coaching and rehabilitation of inmates (Surya, 2021).

### Independence Development Program

The independence development program at the Gunung Sindur Class IIA Narcotics Prison is carried out under the coordination of the Work Activities Section. The program consists of two main components:

1. Work Guidance and Work Result Management
2. Provision of Work Facilities

Work guidance aims to provide practical skills to the inmates, which can be utilized after they return to the community (Rifky, 2021). The type of skills taught are tailored to the needs of the job market and local potential. The management of work results is an important aspect in building the entrepreneurial spirit of the assisted residents. This involves marketing the products produced by the inmates, which not only provides them with income but also builds confidence and management skills (Risaldo, 2021). The provision of work facilities is a challenge in itself considering the limited budget and the



complexity of security in the prison environment (Aucla, 2019). However, efforts continue to be made to ensure the availability of adequate equipment and materials to support the coaching program.

## CONCLUSION

Gunung Sindur Class IIA Special Correctional Institution has implemented an independence development program as an integral part of the Indonesian correctional system. This program aims to rehabilitate and prepare inmates to return to society as productive citizens. Despite facing various challenges such as limited resources and facilities, the institution continues to strive to improve the effectiveness of coaching programs through an integrated management approach and the application of Total Quality Management principles. This research reveals that the success of the self-reliance development program depends on several key factors, including personnel qualifications, adequate infrastructure, and alignment of the program with the needs of the job market. Despite significant progress, sustained efforts are still needed to optimize the impact of self-reliance development programs on the reintegration of inmates into society.

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