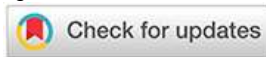


OPTIMIZATION OF "PAS COFFEE ROASTERY" WORK ACTIVITIES USING THE TOTAL QUALITY MANAGEMENT (TQM) CONCEPT AT CLASS IIA METRO PRISON



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ABSTRACT

The research conducted to discuss the optimization of work activities at "PAS Coffee Roastery" using the Total Quality Management (TQM) concept in Class IIA Metro Prison. The study used a qualitative method with 5 informants as research subjects, with primary and secondary data sources obtained from Class IIA Metro Prison. Data were collected using interview techniques, observation, and document studies, and then the data were analyzed by reducing data, presenting data, and drawing conclusions. The results of the study are that the optimization of work activities at "PAS Coffee Roastery" is still running as it should, and it is necessary to add an application using a concept called TQM to be able to optimize the work activities of Pas Coffee Roastery. The obstacles experienced are that there must be training provided for prisoners and officers by experts in their fields on an ongoing basis, then the addition of officers in the work activity section to be more effective and efficient, then the addition of equipment that has a larger scale in roasting coffee beans and also a more adequate place, and finally there must be officers who are competent and experts in the field of marketing.

Keywords: *Work Activities; TQM; Optimization; Prisoners*



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INTRODUCTION

Along with the development of the times, the approach to imprisonment in Indonesia has undergone significant changes. From a focus on retribution, there is now an emphasis on rehabilitating offenders, with the aim of preparing them for reintegration into society. The concept of correctional facilities regulated by the Republic of Indonesia Law No. 22 of 2022 emphasizes the importance of rehabilitation and the development of inmates, which is outlined in various articles, including Article 4 that explains the functions of correctional facilities (Anwar & Rachmayanthi, 2021). The correctional institution serves as an entity responsible for the rehabilitation of inmates, based on the principles of protection and fair treatment. Prisoners have the right to receive education, teaching, and recreational activities aimed at developing their potential, so they can make positive changes in their lives and have better opportunities to reintegrate into society after serving their sentences (Sujoko et al., 2021).

The decision of the Director General of Corrections of the Ministry of Law and Human Rights of the Republic of Indonesia Number: PAS-10.OT.02.02 of 2021 establishes the Prisoner Development Assessment System (SPPN) as a guideline to measure the progress of rehabilitation through behavioral observation, with the aim of ensuring the fulfillment of prisoners' rights and tailoring rehabilitation to individual needs (Rahmat et al., 2021). The purpose of rehabilitation in prisons is to teach inmates to contribute positively to society and to prevent criminal behavior in the future (Adisaputra & Subroto, 2022). The personality and independence development program is regulated by Law No. 22 of 2022, which includes the development of religious, national awareness, and skills, as well as training to enhance the work capabilities of inmates (Putri et al., 2023; Yaser & Muhammad, 2022).

The 2020 Correctional Resolution also emphasizes the importance of fostering independence, with the aim of enhancing the skills of inmates and non-tax state revenue (PNBP) (Ramadhan et al., 2021). The independence development program is expected not only to provide job training but also to produce products with economic value, so that inmates can earn wages from their work. This research focuses on the Class IIA Metro Correctional Facility as a technical implementation unit that strives to provide effective and productive independence training for its inmates. In the implementation of the independence development program at the Class IIA Metro Correctional Institution, the main focus is to transform vocational training and the development of inmates' interests into productive activities on an industrial scale. The goal is to produce goods and services that have economic value, as well as to provide opportunities for inmates to earn wages or bonuses from the work they do. These programs are designed to help inmates spend their time on beneficial activities and hone their skills, as well as tailor training to each individual's talents (Farezi & Pangestuti, n.d.). Several development activities carried out include traditional crafts, fisheries, and the coffee industry, as seen in the "PAS Coffee Roastery" program. This program not only enhances the skills of inmates but also contributes to the local economy by producing quality coffee from robusta beans processed within the prison. This coffee product, including brown sugar iced coffee and ground coffee, has been marketed in various supermarkets in Metro City and Central Lampung, demonstrating the success of the independence development program regulated by law.

The Class IIA Metro Correctional Institution serves as a rehabilitation facility for inmates, with the primary goal of preparing them to reintegrate into society after serving their sentences. In this context, the independence training program becomes very important, as it provides the skills and knowledge necessary for life after prison. One of

the programs implemented at the Class IIA Metro Prison is "PAS Coffee Roastery," which trains inmates in coffee production, from processing coffee beans to serving the final product. This program utilizes premium robusta coffee beans from outside the prison and involves a production process that includes roasting and grinding. The result is a variety of interesting products such as palm sugar iced coffee, coffee room fragrance (PAS Coffee aromatic), and ground coffee (PAS Coffee) that are marketed in large supermarkets in Metro City and Central Lampung.

Despite having great potential, the work activities at "PAS Coffee Roastery" need to be optimized to enhance product competitiveness. This optimization aims to encourage innovation and improve marketing so that the products are better known to the public. With the advancement of technology, the independence training programs in correctional facilities are expected to succeed; however, challenges in marketing and management still exist. To achieve high quality and customer satisfaction, the implementation of management systems such as Total Quality Management (TQM) is crucial, as TQM can enhance the quality of products and services and ensure customer satisfaction. Although the implementation of TQM has proven effective in improving quality and efficiency across various industrial sectors (Deming, 1986; Juran, 1999; Nyoko, 2014), research examining its application in the context of correctional institutions is still limited. A study by Rahman (2018) highlights the importance of quality management in rehabilitation programs, but does not specifically discuss the implementation of TQM in correctional facilities. This indicates a research gap that needs to be addressed, namely how TQM can be applied to optimize work activities in correctional institutions.

The problem addressed in this research is how to optimize the work activities of "PAS Coffee Roastery" using the TQM concept at the Class IIA Metro Prison, as well as the obstacles that may arise in its implementation. This research aims to fill that gap by providing an in-depth analysis of the implementation of TQM at "PAS Coffee Roastery."

LITERATURE REVIEW

Total Quality Management (TQM) is a management approach that focuses on improving the quality of products and services through the participation of all members of the organization. According to Deming (1986), TQM involves continuous improvement in all aspects of the organization with the aim of meeting and exceeding customer expectations. TQM not only focuses on the final product but also on the processes that produce that product, thereby creating a comprehensive quality culture within the organization. Juran (1999) added that TQM encompasses three main components: quality planning, quality control, and continuous quality improvement. Quality planning involves setting goals and strategies to achieve the desired quality standards. Quality control focuses on monitoring and measuring performance to ensure that products and services meet the established standards. Meanwhile, continuous quality improvement emphasizes the importance of innovation and adaptation in processes to enhance efficiency and effectiveness.

The implementation of TQM has proven effective in improving efficiency and quality across various industrial sectors. Research by Pabendon et al. (2023) shows that the implementation of TQM in the food industry in Indonesia can enhance production efficiency and reduce costs. The results of this research indicate that the principles of TQM can be widely applied to enhance organizational performance, including in terms of waste reduction and increased customer satisfaction. Although many studies have been conducted on TQM in the industrial sector, its application in correctional institutions is still limited. Rahman (2018) highlights the importance of quality management in prisoner rehabilitation programs, but does not specifically discuss TQM. This indicates a research

gap that needs to be addressed, namely how TQM can be applied to enhance rehabilitation programs in correctional facilities. Some obstacles that may be encountered in the implementation of TQM in correctional institutions include a lack of training, limited resources, and resistance to change. Tangka et al. (2021) note that although TQM can improve quality and efficiency, there are still obstacles that need to be overcome to achieve optimal results. Therefore, it is important to identify and address these obstacles so that the implementation of TQM can proceed smoothly. Case studies from other correctional institutions that have successfully implemented TQM can provide valuable insights. For example, research by Risaldo (2021) shows that effective marketing strategies can enhance the selling value of products produced by inmates, in line with the principles of TQM. The implementation of good marketing strategies not only increases revenue but also provides motivation for inmates to actively participate in rehabilitation programs.

METHOD

This research uses qualitative research methods to understand social reality with an inductive approach. The researcher is directly involved in the context of the phenomenon being investigated, and the main focus is in-depth understanding and interpretation. Data is collected through interviews, observations, and documentation studies, all of which serve to obtain a comprehensive and detailed picture. In terms of data sources, this research uses primary data obtained directly from observations and interviews at the Metro Class IIA Penitentiary, as well as secondary data which includes documents and records relevant to the research topic.

This research design is descriptive, which aims to present a clear and detailed picture of the phenomenon under study. Data collection was conducted by integrating observation, interviews, and documentation, where each technique was used to ensure data validity through triangulation. Direct observation in the field allows researchers to gain a deeper understanding of the collaborative process that occurs in the independence coaching program at the correctional institution. Interviews were used to gather information directly from relevant informants, both from the management of the institution and the program participants.

In addition, literature study and documentation study were used to complement the data obtained from the field. The documents collected assisted the researcher in understanding the broader framework, as well as supporting the analysis conducted. Data were analyzed systematically using data reduction techniques, which involved sorting, simplifying, and categorizing data to find relevant patterns and draw conclusions. This analysis process was carried out continuously throughout the research, until the data obtained reached a point of saturation, where no more new information emerged. This method allows researchers to develop hypotheses based on the data obtained and provide in-depth analysis of the phenomena observed.

With a qualitative approach, the researcher focuses on the reality faced by the research participants, interpreted from their point of view, and ensures that the data produced is the to draw conclusions regarding the effectiveness of TQM implementation in enhancing quality and customer satisfaction within correctional institutions

RESULTS AND DISCUSSION

In carrying out the development program for prisoners, especially in fostering their own independence, the Directorate General of Corrections through the Class IIA Metro Correctional Institution, one of which is the independence development program, namely

work activities consisting of 9 fields of work activities such as carpentry, electric welding, barber shop, laundry, sewing, fisheries, agriculture, tapis crafts and finally according to the title the researcher took was Pas Coffee Roastery so that later prisoners can have soft skills in the coffee field such as how to make coffee from beans to ready to brew. The purpose of Pas Coffee Roastery was initially to help increase the interests and talents of prisoners, job training, and their individual efforts when they are released later. However, currently it is not only that and has developed into an activity that builds income on an industrial scale which is expected to produce goods and services of economic quality. This is in accordance with Law Number 22 of 2022, Article 39 Paragraph (1), which regulates the increase in prisoner independence development activities.

Class IIA Metro Penitentiary is the only Penitentiary in Lampung that organizes independent coaching and is also based on the coffee industry from the coffee bean stage to ready-to-brew coffee and sells various kinds such as palm sugar iced coffee, coffee air fresheners, and Pas Coffee ground coffee which has been marketed in various supermarkets and souvenir shops in the Metro area, this is what makes researchers want to know how to optimize the work activities of Pas Coffee Roastery and add the concept of Total Quality Management (TQM). Optimization itself is an increase or improvement in achieving the expected goals as set. Optimizing is the process of finding solutions among existing alternatives so that the objectives of optimization can be achieved from the optimization of these work activities. To analyze the optimization of Pas Coffee Roastery work activities at Class IIA Metro Penitentiary, researchers used direct observation methods in the field and conducted direct interviews with informants. The purpose of this study is to analyze how to optimize the work activities of "PAS Coffee Roastery" using the Total Quality Management (TQM) concept in Class IIA Metro Prison and also to find out the obstacles in its optimization.

To see how to optimize the work activities of Pas Coffee Roastery in Class IIA Metro Prison, the researcher uses optimization theory as a tool or guideline. In this case, the researcher uses the optimization theory according to Siringoringo (2005) and the Total Quality Management Concept according to Bergman and Klefjso (2010). In optimization efforts often face problems, indicators that need to be identified as part of the optimization problem are:

Objective (Goal)

Objective or goal is something that is to be achieved or achieved in an organization and is the most important factor in determining the success of optimizing a future work activity. To see how to optimize PAS Coffee Roastery's work activities, several dimensions or indicators are needed to see the objectives of the work activities such as the expected objectives in PAS Coffee Roastery's work activities.

Based on the results of the interview with Prisoner 1, the expected goal in participating in the training is to gain experience in order to know a lot about coffee and also the positive impact for the future in terms of finding work as a barista or even someone who owns a coffee shop and also the process of being accepted back into society. Likewise, from the results of the observations that I found in the field related to the objectives of the PAS Coffee Roastery work activities, there was also direct coaching and supervision from informant 3 to informant 5, namely prisoner 1 who participated in the job training.

Based on the results of the interview with Informant 1, this work activity has not been maximized, but Pas Coffee Roastery in collaboration with the 3rd party Kampung Kopi Payungi held training for prisoners to support skills in processing and making coffee

which is considered sufficient to maximize this coaching program. The collaboration between the Class IIA Metro Penitentiary and Kampung Kopi Payungi regarding barista independence training for Class IIA Metro Penitentiary prisoners intended in this collaboration is to carry out independence coaching in processing and making coffee for prisoners and in accordance with the objectives of independence coaching, namely supporting their abilities and preparing for life when they are free later and return to society

Decision Alternatives

Alternative decisions are important in optimizing the work activities of PAS Coffee Roastery. Decision making is a process of selecting the best alternative from several alternatives systematically to be followed up (used) as a way of solving problems because basically we must be able to estimate or map if the expected goals later on the work activities of PAS Coffee Roastery are not successful.

From the results of the interview above, Informant 1, namely as the head of the section for guidance of prisoners & work activities, said that he had to map the main problems that existed, such as the skills of officers in fostering the independence of prisoners were indeed lacking so that the coaching time also did not run optimally, therefore it was necessary to map the main problems in overcoming this problem.

Limiting Resources

Resources are a determining factor in the success of optimization in a work activity. With adequate resources and in accordance with the needs of a work activity to be optimized will determine the results of the optimization. Limiting resources or also bottleneck resources can be factors that inhibit or limit the organization's ability to achieve output or results from work activities to be more optimal. Limited resources can determine how fast or how many products can be produced. If these resources are not managed properly, all work activities will experience a decrease in efficiency and productivity. Based on the results of my observations based on indicators of things that can be obstacles in the work process of PAS Coffee Roastery from the resources provided, that PAS Coffee Roastery has limited human resources. It can be seen that there are 3 employees involved in the work activities of Pas Coffee Roastery. Where Mr. Silahudin as the head of the section and guidance of prisoners & work activities also serves as the person in charge of the work activities of Pas Coffee Roastery, then Mr. Rohdiono as the head of the work facilities sub-section and Mr. Anton Wahyu as the staff of work facilities also serves as a Companion and Mentor in the work activities of Pas Coffee Roastery. But not only that, they are also responsible for other work activities such as carpentry, welding, electricity, barbershop, laundry, sewing, fisheries, agriculture, tapis, and finally Pas Coffee Roastery so that it is less than optimal and can be an obstacle in work activities, especially Pas Coffee Roastery.

In the 2nd indicator on how to ensure that the performance process for prisoners in Class IIA Metro Prison can run well with limited resources to be able to maximize the coaching program that from the results of observations and interviews with informant 1, it can be seen from the coaching of work activities in Metro Prison running smoothly and the prisoners look enthusiastic and do not feel bored with what they do. Informant 1 said that for prisoners who take part in work activities at Class IIA Metro Prison, they have been assessed with the wishes of the prisoners and also adjusted to the interests and talents of the prisoners themselves, especially prisoners who take part in Pas Coffee Roastery work activities, therefore they are enthusiastic and serious about doing it

Customer Focus

Customer focus is the first dimension in the Total Quality Management concept which aims to improve customer satisfaction and improve quality through the organization as a whole, customer satisfaction is a way in which an organization places customer needs and satisfaction as the main priority in all operational and strategic aspects also directed to meet or exceed customer expectations. This approach is often associated with increasing customer satisfaction, employee loyalty, and ultimately long-term benefits for the company so that later in addition to the Pas Coffee coaching program being successful for prisoners, Pas Coffee Roastery products can be liked by the wider community.

In the indicator, namely focusing on customer satisfaction such as conducting market surveys and interviews with customers in terms of products, seen from the results of observations and interviews that Pas Coffee Roastery products are quite popular among the community and are not only sold in prisons but have been distributed to several supermarkets or souvenir shops in the Metro city area, From the results of the interview with Informant 1, it was said that when the Metro Prison wanted to market the product or check the Pas Coffee product at the local outlet, they often interviewed customers and asked how the taste of the Pas Coffee powder was compared to other products sold on the market and then asked whether the packaging was appropriate or good to attract consumers' attention because previously the first product marketed did not attract consumers' attention and received input from consumers who bought it. The consumers also suggested replacing the packaging using a zip lock because the packaging is a practical solution for storing food without any hassle and easy to use repeatedly. Customer satisfaction is a top priority so that customers are satisfied and confident with Pas Coffee Roastery products.

Continuous Improvement

Continuous improvement in work activities in Correctional Institutions (Lapas) is a very important approach to improve the effectiveness, efficiency, and living conditions for prisoners but not only focused on fostering prisoner independence, Focus on continuous improvement in work activities is used for marketing products produced using a Total Quality Management (TQM) concept because TQM itself uses continuous improvement as the main principle. TQM also uses the Plan-Do-Study-Act (PDSA) cycle and Benchmarking as methods that help to continue to improve in this work activity.

In the indicator of optimizing work activities according to the applicable SOP to be able to make continuous improvements, it can be seen from the results of observations and interviews that the Pas Coffee Roastery product has been running in accordance with the applicable SOP or standard operating procedures and to make these improvements, Pas Coffee reaches a wide range of sales not only in outlets/supermarkets or offline stores but also reaches online shops. Based on what was obtained from Tokopedia Pas Coffee, it states that Pas Coffee Roastery coffee powder is made from premium red-picked Lampung robusta coffee beans weighing 200 grams at a price of Rp30,000. With this price, it can be said to be affordable with coffee beans that use original Lampung red-picked robusta coffee beans which are very difficult and rare to obtain and the price is quite high on the market because the red-picked beans are usually harvested per season. The large number of market demands that come is none other than because Pas Coffee Roastery always prioritizes customer satisfaction by making continuous improvements.

Employee Empowerment

Employee empowerment is usually in a company an effort to encourage or help employees have confidence in completing tasks with full responsibility. If associated with the Prison, employee empowerment itself aims to increase motivation, job satisfaction, and productivity of the inmates themselves who receive independent work training and the skills they get can later be used when they have completed the training in the Prison.

In the element of employee empowerment itself, there are important elements, one of which is Education and training. The education and training of Pas Coffee roastery at Metro Prison is assisted by a third party who is indeed professional and expert in their field. Metro Prison collaborates with Payungi Coffee in holding training for inmates on how to roast coffee which is one of the stages of processing coffee beans into quality coffee powder. The technique of roasting coffee begins with red picked coffee beans that have been harvested roasted or heated to blackish brown to get the aroma and taste and the process of roasting identical coffee usually uses a machine. The level of roasting itself affects the taste that will be produced in a coffee, for example, for a taste that tends to be bitter, choose a darker roast or dark roast and vice versa. At Pas Coffee Roastery itself, the standard is not too dark. After the roasting process, the coffee beans are usually ready to be processed into a coffee menu. The next thing to do is to grind the roasted coffee beans according to the brewing equipment used. All techniques in processing coffee are taught to third parties, namely Payungi coffee in the barista coffee training course.

In the first indicator that we have discussed about special training for prisoners related to making coffee by professionals in their fields, it has indeed been done but still has obstacles, based on the results of interviews with Informant 3 said that the training itself has been done but there is no continuity from the training program itself. Mr. Anton himself admitted that the Pas Coffee roastery work activity training was carried out from generation to generation, which means that if the prisoners who took part in the Pas Coffee work activity training were about to be released, they would be taught to prisoners who would continue the Pas Coffee work activity training.

In the second indicator about the positive impact after prisoners underwent Pas Coffee Roastery independence coaching at Metro Prison, that from the results of observations and interviews with Informant 1, it was seen that independence coaching, especially Pas Coffee work training, made prisoners get many positive impacts. Based on the results of the interview with Informant 1, it was explained that the positive impact obtained by prisoners was skills and knowledge, especially in terms of selecting coffee beans, processing and making coffee which were useful as provisions for their lives, lives, and livelihoods after being released later. In addition to the knowledge and knowledge obtained by prisoners who participated in Pas Coffee roastery work activities, they also received skills training certificates.

Process Management

Process management is a series of planning and monitoring activities for the performance of a process, especially in an organization. Using a systematic approach to improve and optimize organizational performance by focusing on analysis, control, and improvement of processes, especially in the work activities of Pas Coffee Roastery. The main purpose of process management is to ensure that all activities involved in producing products or services run efficiently and effectively. In Pas Coffee Roastery itself, it implements fairly good process management and highly prioritizes quality control. Quality control is a process or series of procedures used to ensure that the products produced by Pas Coffee Roastery meet certain quality standards and are in accordance with the specifications that

have been set. Quality control focuses on product testing and identifying defects or non-conformities in order to improve and prevent defective products from reaching consumers.

From the indicators of the management process that regulates the work activities of Pas Coffee Roastery such as purchasing materials, making products and marketing and the results of my observations and interviews that Pas Coffee Roastery highly prioritizes the management process, namely quality control for each of its products

Managing Supplier Quality

The last dimension in optimizing Pas Coffee Roastery's work activities using the concept of total quality management is managing supplier quality. Managing supplier quality is by ensuring that raw materials or components obtained from suppliers meet the quality standards set by Pas Coffee itself. This process is important to maintain the consistency of the final product, production efficiency, and customer satisfaction.

Based on the indicators of raw material suppliers from outside the prison in Pas Coffee Roastery's work activities and the cooperation process carried out. From the results of observations and interviews that I have conducted, Pas Coffee Roastery in managing supplier quality pays close attention to the quality of the coffee beans to be processed in these work activities and is not careless in choosing coffee beans. Pas Coffee Roastery uses robusta coffee beans that are harvested for a period of 10-11 months and in general in West Lampung the coffee harvest season occurs in April or May to September or October. In picking its coffee beans, Pas Coffee chooses red robusta beans which are indeed very selective, meaning that they only take red coffee beans, not a mixture or concoction.

Obstacles in optimizing the work activities of "PAS Coffee Roastery" using the concept of Total Quality Management (TQM). Based on the results of interviews and observations conducted by researchers at the Class IIA Metro Penitentiary in optimizing the work activities of "PAS Coffee Roastery" using the concept of Total Quality Management (TQM) still have several obstacles. The obstacles found by researchers after conducting research at the Class IIA Metro Penitentiary are as follows:

Human Resources (HR) Quality

In optimizing the work activities of "PAS Coffee Roastery" using the Total Quality Management (TQM) concept at the Class IIA Metro Penitentiary, there are still several obstacles in human resources (HR) both officers and inmates. Both officers themselves do not have experience in the coffee field such as having been a barista or participating in ongoing training by people who are experts in the coffee field. With these conditions, the officers appointed as supervisors in work activities at Pas Coffee Roastery feel that they are not yet in their field of expertise in teaching how to mix coffee, so the officers appointed for these work activities feel that they are still lacking in quality in providing training to Pas Coffee Roastery inmates.

Based on the results of my interview with Informant 2, it can be concluded that ongoing training is indeed needed by both Pas Coffee Roastery inmates and officers to be able to properly train inmates. There needs to be a special instructor from a third party who specializes in or masters the science of coffee barista in order to have better expertise and resources to provide high-quality training and ultimately there is no longer any dependence on hereditary knowledge that has been taught.

Number of Officers in Work Activities

The results of field observations and interviews with informants in optimizing the work activities of "PAS Coffee Roastery" using the Total Quality Management (TQM) concept at the Class IIA Metro Penitentiary showed that there were obstacles in the number of officers in work activities at the Metro Penitentiary. This is inversely proportional to the number of prisoners who participated in work activity training

Based on the results of my interview with Informant 5, it also mentioned the same thing, namely the lack of officers in work activities because the results of my observation also showed that the number of employees in work activities themselves was only 5 members, consisting of the Head of Prisoner Guidance and Work Activities, the Head of Work Facilities, the Head of Work Guidance and Work Results Management, and 2 staff, while Metro Prison has 9 areas of work activities consisting of carpentry, electric welding, barbershop, laundry, sewing, fisheries, agriculture, tapis crafts, and Pas coffee roastery which have been attended by a total of 26 prisoners and this is what causes an imbalance between the number of employees and prisoners in the field of work activities.

Lack of Facilities and Equipment

The results of the researcher's observations and interviews with informants regarding the optimization of the work activities of "PAS Coffee Roastery" using the Total Quality Management (TQM) concept at the Class IIA Metro Penitentiary have obstacles in terms of facilities which are relatively minimal and are still on a small scale and cannot be used for coaching and marketing on a large scale.

Marketing is Not Running Smoothly

Based on the results of observations and interviews with informants regarding the optimization of the work activities of "Pas Coffee Roastery" using the Total Quality Management (TQM) concept at the Class IIA Metro Penitentiary, there are obstacles in the marketing sector. Metro Penitentiary aims to organize independent coaching for prisoners and at the same time also market the products produced by Pas Coffee Roastery prisoners such as Pas Coffee powder, coffee air fresheners or Pas Coffee Aromatic, and also iced palm sugar coffee which is only sold at the booth in Metro Penitentiary

Based on the results of my interview with Informant 3, it was said that the products sold in several markets such as PB Swalayan then Chandra and several souvenir shops were indeed quite good, but the online shop, namely Tokopedia, was not running smoothly because there were no officers who were skilled in managing the online shop. The lack of promotion or advertising in the online shop also caused the product not to sell and sales were quiet in the online shop because it could be said that Pas Coffee also did not have competent officers to market in the online shop. This product should be able to be marketed more widely and better for both offline and online shops because Pas Coffee is a product that has its own unique characteristics because it comes from quality ingredients of premium red robusta beans made by inmates and is also a superior product at Class IIA Metro Penitentiary.

CONCLUSION AND SUGGESTION

Based on the results of the research and discussion conducted in the study entitled optimization of work activities "PAS Coffee Roastery" using the concept of Total Quality Management (TQM) at the Class IIA Metro Penitentiary, the following conclusions can be drawn.

Optimization is still running as it should and the application is added using a concept called TQM to be able to optimize the work activities of Pas Coffee Roastery from its own optimization consisting of 3 dimensions and added application using the TQM concept of 5 dimensions.

However, there are several obstacles in optimizing the work activities of "PAS Coffee Roastery" using the concept of Total Quality Management (TQM) at the Class IIA Metro Penitentiary, the first is in terms of human resources (HR) both officers and prisoners who are not yet qualified, for officers do not get continuous training, some have not even received training and only get knowledge from hereditary as well as from prisoners. Then from the number of officers in work activities is still relatively minimal and inversely proportional to the many work activities and prisoners in Metro Penitentiary so that the development of independence that is running is less than optimal. The third is the lack of facilities and equipment in Pas Coffee Roastery's work activities which are still relatively minimal and are still on a small scale and cannot be used to carry out coaching and marketing on a large scale due to the limited tools available. And finally, marketing is not running smoothly because we are aware that Metro Prison does not only aim to organize independent coaching for prisoners and at the same time increase non-tax state revenues (PNBP) by marketing the products produced by Pas Coffee Roastery prisoners and the results are both offline and online marketing is not running optimally, especially for the online shop itself which is no longer running because it does not have officers who are experts and competent in their fields.

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