

## IMPLEMENTATION OF LASAMBA BAKERY INDEPENDENCE ACTIVITIES IN INCREASING WORK MOTIVATION OF PRISONERS IN SALEMBA PRISON



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### **ABSTRACT**

*This study aims to examine the implementation of the Lasamba Bakery vocational training program at Class IIA Salemba Correctional Facility, where the goal is to enhance inmate work motivation through bread-making skills training. The program provides inmates with the opportunity to develop practical skills that will be beneficial after their release. The study employs a qualitative method. In its implementation, communication, resources, disposition, and bureaucratic structure play crucial roles. Although socialization and communication have been conducted through various channels, including inmate interactions, challenges persist, particularly concerning inmate perceptions of the quantity and price of bread. Other obstacles, such as limited resources and specialized training, also need to be addressed to support the smooth operation of the program. With improved socialization and resource management, the program is expected to continue running effectively and positively impact the inmates' motivation and work skills.*

**Keywords:** Vocational Training; Work Motivation; Prison



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## INTRODUCTION

Indonesia is a democratic country based on law, governed by the 1945 Constitution (UUD 1945). In this system, people's lives must be in accordance with the applicable laws, and any violations will be sanctioned in accordance with the laws and regulations. Currently, many Indonesian citizens are involved in various types of crimes, ranging from minor to serious. Law No. 22 of 2022 on Corrections states that correctional institutions function as a place for the development of prisoners. This includes training and education that aims to prepare inmates to interact well after their sentence. In addition, Article 39 of the law emphasizes the importance of fostering independence which aims to increase the productivity and skills of prisoners, so that they can produce goods or services that have economic value.

**Table 1**  
**Number of Skilled and Certified Prisoners 2023**

Skill Type	Prisoners Trained	Certified Prisoners	Instructor
Manufacturing	4.243	4.021	266
Agribusiness	5.750	5.413	310
Services	2.799	2.571	175
Total	12.792	12.005	751

Source: Lakip DitjenPAS 2023

Based on the data in Table 1, it is explained that there are more than 12 thousand prisoners who have successfully trained and obtained certificates of expertise in 2023. This data explains that the coaching carried out in the penitentiary has real achievements in carrying out the objectives of providing coaching activities. The purpose of providing this kind of independence coaching is to prevent prisoners from repeating their crimes in the future. Prisoners are not only given skills but also given employment opportunities.

**Tabel 2**  
**Number and capacity of prisoners throughout Indonesia**

Kapasitas Penghuni	RUTAN	LPP	LPKA	LAPAS
TP : Total Penghuni (Tahanan dan Narapidana)	72,351	5,766	2,257	186,238
KP : Kapasitas	34,559	4,403	4,387	93,788

Sources: SDP PUBLIC data (accessed on 11-02-2024)

Based on the data above, it is explained that the total occupants of all prisons and detention centers in Indonesia far exceed the capacity. This indicates that there is an uneven provision of independence coaching, so that it cannot be felt by all prisoners while they are in prisons and detention centers. Inadequate facilities and infrastructure make the coaching done by prisoners not run well (Ghifarri & Anwar, 2022). This can cause a lack of motivation to work because of the lack of maximum understanding or experience in a particular field. However, the implementation of this guidance faces several obstacles, mainly due to overcapacity in many correctional institutions, which hinders inmates' access to training programs equally. This can affect prisoners' work motivation.

The inequality of facilities and training makes it difficult for prisoners to gain skills that are relevant to the world of work. The negative stigma in society towards ex-prisoners also adds to their difficulties in reintegration.

One of the self-reliance programs at Class IIA Salemba prison is bread-making training, which requires specific skills. Bread, as a staple food, provides an opportunity for prisoners to earn income and develop skills that are useful in the future. With the development of the bakery industry and the increasing consumption of bread in Indonesia, this skill can help prisoners achieve economic stability and open up business opportunities. This program plays an important role in increasing inmates' motivation and skills in the bakery field. In accordance with the description in the background of the problem above, the authors want to know more about self-reliance activities through lasamba bakery work activities in increasing prisoners' work motivation. Therefore, the author formulates the title "Implementation of Lasamba Bakery Independence Activities in Increasing Work Motivation of Prisoners at the Salemba Class IIA Correctional Institution".

## **LITERATURE REVIEW**

The policy implementation theory proposed by George Edward, as cited by Subarsono (Pramono, 2020), illustrates that successful policy implementation depends on four main variables: communication, resources, disposition, and bureaucratic structure. First, effective communication is essential to ensure that implementers understand the procedures to be followed, and target groups receive clear information about policy objectives. Indicators such as transmission, clarity, and consistency are used to assess the effectiveness of communication. When communication goes well, policies can be implemented appropriately without the risk of misunderstandings that can hinder the success of policy implementation.

Furthermore, the resource variable includes important elements such as staff, information, authority, and facilities. Competent and adequate staff is one of the main factors that determine the success of policy implementation. The disposition or attitude of implementers also plays an important role, where they must have good motivation and understanding of the policy, supported by adequate incentives. Appointing the right bureaucracy is a key factor in keeping policy implementers committed to their duties. In addition, an efficient bureaucratic structure, with proper fragmentation and SOPs, helps reduce complexity and expedite policy implementation. If all these variables are managed well, the policy will be able to be implemented effectively in accordance with the expected objectives.

Novitasari (2021) discussed the fostering independence as an effort to build inmates' confidence, especially during the COVID-19 pandemic. In this study, Novitasari highlighted that inmates who obtained basic needs such as security, respect, compassion, as well as opportunities to self-actualize, showed a significant increase in their self-confidence. The results of this study provide the view that self-reliance coaching activities, especially in the context of a pandemic, have a very positive impact on the self-development of prisoners, in line with other studies that also emphasize the importance of self-reliance activities to help prisoners in dealing with difficult conditions.

On the other hand, Anggita and Pangestuti (2024) discusses the development of prisoners' independence from the perspective of improving skills. This study identifies several obstacles in the implementation of the coaching program, such as limited facilities and infrastructure, low interest and motivation of prisoners, and the absence of adequate incentives to encourage them to develop skills. The author also provides several

recommendations to improve the effectiveness of the program, including improving officer expertise, inmate motivation, facility improvements, and promotion of inmate work. The relevance of this study lies in emphasizing that self-reliance activities, if managed well, can have a positive impact on skills development and quality of life of prisoners, which is in line with related research in the context of coaching in correctional institutions.

## **METHOD**

The research method employed in this study is a qualitative approach, chosen specifically to gain a comprehensive and in-depth understanding of social phenomena, particularly in the context of the independence activities of Lasamba Bakery at Class IIA Salemba Prison. Unlike quantitative methods, which focus on numerical data and statistical analysis, the qualitative method is designed to explore the underlying meanings, perspectives, and experiences of individuals involved in these activities. This approach allows the researcher to delve into the complexities of human behavior and social interactions within the prison environment, highlighting how the Lasamba Bakery program influences not only the practical skills but also the emotional and psychological well-being of the inmates. The qualitative method's adaptability and emphasis on context make it a fitting choice for this study, ensuring that the multifaceted nature of the program is thoroughly examined.

This research utilizes a descriptive approach to present a detailed portrayal of the implementation of the Lasamba Bakery program. The focus is not only on describing the activities but also on understanding the process, challenges, and outcomes of the program from various perspectives. To achieve this, data were collected using multiple techniques, including observation, interviews, and document analysis, which allowed the researcher to gather a rich and nuanced picture of the situation. Observations were conducted to capture the daily routines, interactions, and behaviors of both the prison staff and the inmates participating in the bakery program. Interviews, meanwhile, were conducted in-depth with key informants, including prison officers and inmates, providing firsthand insights into their experiences, perceptions, and the impact of the program on their lives. Additionally, relevant documents such as program guidelines, progress reports, and prison records were reviewed to supplement the primary data, offering a more comprehensive understanding of the program's framework and objectives.

The data collection process relied heavily on in-depth interviews, which were carefully designed to elicit detailed responses from both the prison staff and inmates involved in the Lasamba Bakery program. These interviews allowed for a deeper exploration of the motivations, challenges, and successes experienced by the participants, enabling the researcher to capture the subtleties of their personal journeys within the program. Data analysis was conducted using an inductive approach, meaning that patterns, themes, and categories emerged organically from the collected data rather than being predetermined. Through this inductive analysis, the researcher was able to synthesize the findings from observations and interviews, identifying common threads and drawing meaningful conclusions about the impact of the Lasamba Bakery program on the independence and rehabilitation of the inmates. This method ensured that the conclusions drawn were firmly rooted in the participants' lived experiences, providing an authentic and holistic representation of the program's effects.

## RESULTS AND DISCUSSION

### **Implementation of Lasamba Bakery Independence Activities at Class IIA Salemba Correctional Institution**

The implementation of Lasamba Bakery's independence activities at Class IIA Salemba Correctional Facility is part of inmate coaching to develop skills and provide employment opportunities. Based on George Edwards' theory, the analysis of the implementation of this program includes four dimensions, communication, resources, disposition, and bureaucratic structure. In the communication dimension, socialization of the program is carried out through formal and informal channels, such as bread sales in the canteen. Although not yet routine, information dissemination is quite effective through prisoner participation and officer support. In the resource dimension, this activity is managed by a cooperative with the supervision of prison staff. Staff are selected and trained to run the bakery activities with adequate equipment support.

The disposition of policy implementers shows a positive attitude by providing incentives in the form of wages and premiums from bread sales. Friendly attitudes from officers and incentive support motivate prisoners to actively participate. In the bureaucratic structure dimension, the program runs according to the SOP, with clear supervision and division of tasks, ensuring activities run smoothly. Intrinsic motivation factors play an important role, where prisoners feel valued through recognition of work results and incentives. While extrinsic factors, such as working conditions, supervision, and salary, also support work motivation. This program is in line with Law No. 22 of 2022 on Corrections, which emphasizes the importance of coaching for the social reintegration of prisoners. Lasamba Bakery is a successful example of fostering independence, although it still needs improvement in socialization and training.

Lasamba Bakery is managed by the cooperative which provides the necessary ingredients and equipment, while prison officers act as supervisors to ensure the smooth running of the activity. This activity involves a number of prisoners who are divided into groups to manage various aspects of bread making. The bread-making process includes mixing the ingredients, kneading the dough, to the baking process. All of these stages are supervised by instructors who are responsible for ensuring each inmate follows the procedure correctly.

In the training aspect of the Lasamba Bakery program, inmates receive comprehensive education on various elements of managing a bakery business. This training goes beyond teaching basic baking techniques; it delves into important business concepts such as sourcing and managing raw materials, calculating and controlling production costs, and developing effective marketing strategies to promote products. Inmates learn how to run a bakery from both a technical and a managerial perspective, giving them a broader understanding of the business. This holistic approach ensures that inmates are not only equipped with the skills to bake, but also with the entrepreneurial mindset necessary to successfully operate their own businesses once they are reintegrated into society. The objective is to empower them with the ability to start and manage small enterprises, which can provide financial independence and reduce their chances of reoffending.

Interviews with inmates participating in the Lasamba Bakery program reveal that these activities have had a significant impact on their motivation to work and their outlook on life. Many inmates expressed that their involvement in the program has given them a renewed sense of purpose, helping them feel productive and contributing to their sense of self-worth. The bakery program allows them to see the value of hard work and diligence, as their efforts are transformed into tangible products—bread that can be sold

to generate income. For many, the experience is not just about learning a trade, but about reclaiming their lives after the challenges and mistakes that led them to prison. Inmates who had previously lost hope or motivation find that the skills they gain from the program offer a potential pathway to a better future, one where they can reintegrate into society with confidence and direction.

A key element that keeps inmates motivated within the program is the opportunity to witness the fruits of their labor. The act of producing and selling bread offers a concrete, rewarding experience for the inmates. Many express that seeing the final product—a well-baked loaf of bread—provides them with a sense of accomplishment and pride. The knowledge that their work contributes to a functional bakery operation, with real customers purchasing the goods they produce, is deeply gratifying. Additionally, receiving recognition from prison staff and fellow inmates for their skills further boosts morale. The program fosters a positive environment where inmates support and celebrate each other's achievements, cultivating a sense of community and shared purpose. This recognition, combined with the visible outcomes of their efforts, drives their desire to continue learning and improving their skills.

Despite the success of the program in motivating inmates, there are still notable challenges that hinder its full potential. One of the primary obstacles is the limited availability of resources, including raw materials and baking equipment. The high demand for production often exceeds the prison's capacity to provide the necessary supplies, which sometimes leads to delays or interruptions in the program. When production slows down or stops altogether due to a lack of ingredients or functioning equipment, it can dampen the morale of inmates who have grown accustomed to the program's routine and rewards. This inconsistency can disrupt the sense of accomplishment and progress that the program is designed to foster. As such, the prison administration must prioritize maintaining a steady supply of materials and resources to ensure the continuity of the program and keep the inmates engaged and motivated.

To address these challenges, it is essential for the prison to secure reliable partnerships with suppliers and organizations that can help provide the necessary materials for the bakery. Collaborative efforts with local businesses, NGOs, or government initiatives could help alleviate resource shortages and create a more sustainable framework for the program. Furthermore, ongoing investment in upgrading and maintaining equipment is crucial to prevent production delays and maintain high-quality outputs. By ensuring that the infrastructure supporting the Lasamba Bakery program is robust and resilient, the prison can offer inmates a consistent and rewarding experience that not only equips them with marketable skills but also nurtures their personal development, setting them on a path to successful reintegration into society.

### **Implementation of Lasamba Bakery Independence Activities Can Increase Work Motivation of Prisoners at the Salemba Class IIA Correctional Institution**

George Edwards' policy implementation theory includes four main dimensions: communication, resources, disposition, and bureaucratic structure. Each dimension plays an important role in the success of the Lasamba Bakery program at Class IIA Salemba prison. The Communication dimension is very important in the socialization and implementation of Lasamba Bakery activities. The Head of the Work Activities Section explained that socialization was carried out by giving the bread produced to prisoners and selling it in the prison canteen. However, some prisoners feel that the price of bread is too high, thus reducing their interest. In addition, the Head of the Work Guidance Sub-Section stated that socialization is carried out every time there are new prisoners,

showing an effort to introduce this program directly. On the other hand, information about Lasamba Bakery is also spread through social interactions between prisoners, showing that communication does not only depend on officers, but also on individual initiatives.

The Resource dimension includes the management of resources such as staff and infrastructure. The Lasamba Bakery program is managed by a cooperative with prison officers as supervisors. Officers are trained by the cooperative and are responsible for bakery activities. Staff placement is based on individual abilities, with ongoing training from more experienced staff. Supporting facilities such as production equipment are also provided by the cooperative and are considered adequate. However, there is still a lack of specific training for prison officers, which may hinder the smooth running of the program. The Disposition dimension refers to the attitude and commitment of policy implementers. The Head of the Work Activities Section and the Head of the Job Guidance Sub-Section confirmed that the attitude of policy implementers towards Lasamba Bakery is very positive. Prisoners involved in the program are given incentives in the form of production wages and premiums from bread sales, which increases their motivation. Officers also provide support with a friendly attitude and do not pressure prisoners. These positive attitudes, accompanied by incentives, create a conducive working environment and motivate inmates to actively participate in the bakery program.

The Bureaucratic Structure dimension plays a critical role in ensuring the efficient implementation of procedures and the clear division of responsibilities within the Lasamba Bakery's operations. In this context, the bakery's production process adheres strictly to the established Standard Operating Procedures (SOP), which are vital to maintaining order, consistency, and the smooth flow of daily activities. Every step in the production chain—from the acquisition of raw materials to the final delivery of baked goods—is governed by these SOPs, which not only define the tasks but also establish the timeframes and quality standards required at each stage of production. These procedures help reduce uncertainty and ensure that all operations are aligned with the bakery's objectives, thereby minimizing errors and inefficiencies.

Supervision and oversight are key components of the bureaucratic structure at Lasamba Bakery. Prison officers play a significant role in maintaining discipline and ensuring that operations proceed according to plan. Their presence ensures that prisoners remain focused and productive while upholding safety and security standards within the workplace. In addition to internal supervision, monitoring and periodic evaluations are conducted by third-party entities. These external parties are tasked with ensuring that all bakery activities meet regulatory standards and perform ongoing assessments to identify any areas that may require improvements. The regular reporting from third parties serves as a vital feedback mechanism for the prison authorities, helping them to fine-tune their management approach and address any issues that arise.

Furthermore, the placement of prisoners in specific roles within the production process is not arbitrary. It is based on a thorough assessment of each individual's abilities, skills, and potential for growth. This assessment is crucial in identifying the right tasks for the right individuals, ensuring that each prisoner is placed in a role where they can be most effective and make the most meaningful contributions. This thoughtful approach not only maximizes productivity within the bakery but also supports the personal development of prisoners, allowing them to work in roles that align with their strengths while fostering new skills. A well-defined bureaucratic structure, coupled with consistent application of SOPs, ensures that all bakery activities are executed in a streamlined manner. This creates an environment where both the institution and the prisoners can

benefit, as activities run smoothly, goals are met, and compliance with procedures is maintained.

Research by Ma'afi and Subroto (2023) provides insightful findings on the significant influence of self-reliance activities, specifically exemplified by the Lasamba Bakery program, on enhancing the motivation of prisoners. The study highlights how engaging inmates in productive work not only fosters a sense of responsibility but also contributes to their overall psychological well-being. By actively participating in baking and related tasks, prisoners experience a renewed sense of purpose, helping them to reshape their identities and regain confidence. The structured environment of the bakery, combined with the opportunity to develop tangible skills, reinforces a positive work ethic among inmates, allowing them to envision a life beyond incarceration. Additionally, the provision of skills training ensures that the inmates are not only occupied but are also learning practical skills that can be beneficial for their reintegration into society once their sentences are complete. The financial incentives offered through this program serve as another motivating factor, giving the prisoners tangible rewards for their efforts and enhancing their willingness to actively participate in the program. This dual approach—providing both financial and psychological support—creates an environment where inmates feel valued and encouraged to contribute productively.

Expanding on this, Zega et al. (2024) underscores the role of character education within correctional institutions as another pivotal element in increasing inmates' desire to work and rehabilitate themselves. This research highlights that beyond the practical skills offered by programs like Lasamba Bakery, there is an intrinsic value in teaching inmates moral and ethical values. Character education plays a crucial role in shaping their mindset and instilling a sense of social responsibility. By cultivating values such as discipline, perseverance, and teamwork, correctional institutions prepare inmates not only for future employment but also for becoming more socially responsible citizens. The combination of practical skills training and character education creates a holistic rehabilitation program that addresses both the economic and moral aspects of an inmate's reintegration into society. In this sense, Lasamba Bakery serves as a model of how work programs can be effectively implemented in correctional settings, offering prisoners more than just vocational training but also life skills that are essential for their long-term personal development.

The success of the Lasamba Bakery program is not only due to the active participation of the prisoners but also to the support provided by various stakeholders, particularly policy implementers and trainers. The positive attitudes of these individuals play a critical role in motivating inmates to engage with the program. Trainers who are patient, empathetic, and skilled in their craft create a conducive learning environment that fosters growth and development among the prisoners. Furthermore, policy implementers who ensure that the necessary resources are available and that the program's objectives are clearly communicated help to establish a solid foundation for success. Effective communication channels between the program administrators, prison staff, and the inmates are crucial for maintaining the flow of information and addressing any issues that arise. This transparency in communication contributes to building trust between all parties involved, making it easier for inmates to commit to the program wholeheartedly.

Moreover, the success of the Lasamba Bakery initiative also lies in its resource management. Adequate resource allocation, such as ensuring that the bakery is equipped with the necessary materials, ingredients, and tools, is essential for maintaining the quality and consistency of the program. Properly managed resources allow inmates to

work efficiently and productively, enhancing their learning experience. Additionally, the consistent application of Standard Operating Procedures (SOPs) ensures that there is a structured framework guiding the daily operations of the bakery. These procedures provide clear guidelines for the inmates to follow, promoting discipline and ensuring that the program runs smoothly. By adhering to these SOPs, the program maintains a high standard of performance, contributing to the overall success and sustainability of the initiative. The combination of good resource management and clear procedural guidelines not only improves the inmates' skills but also instills in them a sense of discipline and responsibility, which are critical traits for their future reintegration into society.

## CONCLUSION AND SUGGESTION

The implementation of Lasamba Bakery's self-reliance activities at Class IIA Salemba prison involves several important dimensions. The communication dimension is carried out through formal and informal channels, including the distribution of bread in the canteen and socialization to new prisoners, although not yet consistently. Increased consistency of socialization is expected to increase prisoner participation. The resource dimension includes the management of staff and supporting facilities provided by the cooperative, with training from old to new officers. Although training is not ideal, resources support this program.

The disposition dimension shows a positive attitude from policy implementers who provide incentives and support, creating a conducive work environment. The bureaucratic structure dimension includes the implementation of SOPs and a clear division of responsibilities, ensuring activities run smoothly. Intrinsic motivation of inmates arises from the satisfaction of learning new skills and their contribution. While extrinsic motivation comes from financial incentives, adequate facilities, and recognition. Lasamba Bakery combines these two dimensions to increase prisoners' work motivation in accordance with Law No. 22 of 2022.

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