

ANALYSIS OF THE GARMENT FACTORY INDEPENDENCE DEVELOPMENT PROGRAM IN PREPARING PRISONERS FOR SOCIAL REINTEGRATION AT THE CLASS I MAKASSAR CORRECTIONAL FACILITY



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ABSTRACT

This study aims to analyze the development of independence through the garment factory program at the Makassar Class 1 correctional institution in preparing prisoners to live in society. This program aims to provide work skills to prisoners so that they have sufficient economic provisions and are able to integrate with the community after serving their sentences. Garment factory independence coaching is considered a solution in reducing recidivism rates, because through the sewing skills obtained, prisoners can earn income both while in prison and after release. In this research, the method used is a qualitative approach with interview and observation techniques to relevant sources, such as program participants, prison officers, and third parties who cooperate in coaching. The results show that this independence coaching program has had a positive impact on prisoners, such as increased skills, competitive income, and readiness to live independently in the community. However, there are still a number of obstacles, such as limited raw materials and labor regeneration when prisoners are released. Therefore, improvements in management and broader support are needed to ensure the sustainability of this program.

Keywords: Independence Development; Garment Factory; Recidivism; Rehabilitation; Social Reintegration; Prisoners



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INTRODUCTION

The criminal justice system in Indonesia has undergone a significant paradigm shift, especially since the introduction of the concept of "pemasyarakatan" (correctional services) by Dr. Sahardjo in 1963. This system aims to replace the punitive approach focused on punishment with an approach that emphasizes rehabilitation and social reintegration. Through this system, prisoners are expected to realize their mistakes, avoid recidivism, and return as responsible individuals in society (Simon & Sunaryo, 2011).

In the correctional system, independence training is one of the main programs aimed at preparing prisoners to be economically independent after their release. This is regulated in Law Number 22 of 2022 on Correctional Services, which states that the purpose of this training is to enhance the piety, intelligence, skills, and positive attitudes of prisoners so that they can contribute to society (Karindra, 2022). One tangible manifestation of this training is the establishment of a garment factory at the Makassar Class I Penitentiary, aimed at providing vocational training to prisoners so that they acquire skills relevant to the labor market (Amalia, 2021).

The garment factory is part of the independence training program, which not only provides technical skills such as sewing but also soft skills like communication and teamwork. Prisoners participating in this program are able to produce various types of clothing with high market value, both for the domestic and international markets. Moreover, their work is compensated with competitive wages, even exceeding the regional minimum wage, which shows that the program benefits not only the prisoners but also contributes positively to the image of the correctional facility (Jefri, 2021).

However, the implementation of this program is not without challenges. The main obstacles include limited raw materials, the regeneration of the workforce when prisoners are released, and societal stigma against former prisoners (Jefri, 2021). Many people are still reluctant to accept former prisoners back into their communities, despite the positive changes they have made. This creates difficulties for prisoners in finding employment or starting their own businesses after release, which increases the risk of recidivism (Amalia, 2023).

Data from the 2022 Performance Report of the Directorate General of Correctional Services show fluctuations in the success of the independence training program. In 2021, 98% of correctional clients were considered productive, independent, and beneficial. However, this number dropped to 46% in 2022. This instability highlights the need for an in-depth evaluation of the factors affecting the effectiveness of the independence training program (Performance Report of the Directorate General of Correctional Services, 2022).

The garment industry was chosen as one of the sectors for training because it has promising prospects in Indonesia. This industry is among the top 10 most in-demand commodities and contributed 6.38% to the Gross Domestic Product (GDP) in the non-oil and gas sector in 2022. By involving prisoners in this sector, correctional facilities not only help them acquire relevant skills but also contribute to supporting national economic growth (Yulianto, 2022).

Based on this background, this research aims to analyze the implementation of the garment factory independence training program at the Makassar Class I Penitentiary. The study will also evaluate the impact of the program on the readiness of prisoners to reintegrate into society and identify the challenges faced during its implementation. Therefore, this research is expected to provide constructive recommendations to improve the effectiveness of independence training programs in correctional facilities in Indonesia.

LITERATURE REVIEW

Prawira (2023) examines the effectiveness of the therapeutic program in shaping prisoners' readiness for social reintegration. This study uses a descriptive qualitative approach with data obtained through observation, interviews, and documentation. The results show that the program contributes to behavioral changes in prisoners through strengthening aspects of reaction, learning, behavior, and outcomes/impacts. The challenges identified include the lack of supporting facilities and limited accompanying personnel. These findings are relevant to prisoner rehabilitation at the Makassar Class I Penitentiary, particularly regarding the aspect of readiness for social reintegration.

Amalia (2021) highlights a work-skill-based training program. This research emphasizes the importance of collaboration with third parties, such as CV Amura Pratama, to enhance both technical and soft skills of prisoners. The program provides benefits in the form of competitive wages, skill certificates, and job opportunities after release. However, challenges such as limited raw materials and workforce regeneration are present. This study is relevant to the research topic as it directly outlines the challenges and opportunities in independence training within the garment industry sector.

Amalia and Wibowo (2023) discuss the importance of independence training programs in reducing social stigma and preparing prisoners to reintegrate into society. This research reveals that strengthening the relationship between prisoners and society, as well as social counseling, are key elements in optimizing the program. The challenges identified include the low acceptance of former prisoners by the community. The results of this research are relevant for discussing the steps of optimization that can be applied in the independence training program at the Makassar Class I Penitentiary.

METHOD

This study uses a qualitative method aimed at providing an in-depth understanding of the phenomenon of prisoner independence training through the garment factory program at the Makassar Class I Penitentiary. A qualitative approach was chosen because it can capture the complex social and cultural aspects of the research subjects. Moleong (2016) mentions that qualitative research generates descriptive data in the form of written or oral words from individuals who are observed or interviewed. This study uses a descriptive approach to depict the implementation, benefits, and challenges faced in the program.

The research design used is phenomenology, which aims to explore the lived experiences of individuals involved in the independence training program at the garment factory. Through this approach, the researcher can understand how the independence training program influences prisoners' readiness for social reintegration. Data is collected through in-depth interviews, direct observation, and document analysis.

Primary data is obtained directly from sources involved in the independence training program, including the head of the Makassar Class I Penitentiary, the head of the work activity division, the head of the work facilities section, work activity officers, and prisoners participating in the garment factory program. Meanwhile, secondary data is obtained from official documents such as performance reports from the Makassar Class I Penitentiary, standard operating procedures (SOPs) related to independence training, as well as relevant literature, including research journals and books.

Data collection is conducted through in-depth interviews, direct observation, and documentation. Interviews are structured and semi-structured with key informants to gather information about the program's implementation, the benefits for prisoners, and

the challenges faced. Observations are made by visiting the garment factory location at the Makassar Class I Penitentiary. The researcher records activities, facilities, and interactions that occur during the training process. Documentation, such as performance reports, statistical data of prisoners involved in the program, and photos of activities, is used to support the results of the interviews and observations.

The data is analyzed using a descriptive qualitative approach. The steps in data analysis include data reduction, data presentation, and drawing conclusions. Data obtained from interviews, observations, and documentation is selected to gather information relevant to the research objectives. The reduced data is organized into descriptive narratives to depict the implementation and impact of the independence training program. Conclusions are drawn based on patterns or themes found in the data to answer the research questions.

The validity of the data is ensured through triangulation techniques. Source triangulation is carried out by comparing data from various informants, such as the head of the penitentiary, work activity officers, and prisoners. Technique triangulation is done by using various data collection techniques, such as interviews, observations, and documentation, to ensure consistency of information. Time triangulation is applied by collecting data at different times to observe consistency in the information from informants.

With this method, it is expected that this study will provide a comprehensive understanding of the effectiveness of independence training through the garment factory program in enhancing prisoners' readiness for social reintegration at the Makassar Class I Penitentiary.

RESULTS AND DISCUSSION

Implementation of the Garment Factory Independence Training Program in Preparing Prisoners for Social Reintegration at Makassar Class I Penitentiary

Makassar Class I Penitentiary has started collaborating with PT Amura Pratama to provide training for inmates regarding their independence in the textile business. The production of goods such as clothing and accessories in large quantities or through mass production is known as the garment industry. To ensure that the purchases meet the required criteria, the ordering procedure must also align with the buyer's requests and require the necessary skills. In addition, the Makassar Class I Penitentiary seeks to enhance the skills of prisoners so that they can later serve as resources for reintegration into society after their sentences are completed and sustain themselves through the abilities they acquired in the penitentiary. This is achieved by providing guidance on garment industry independence. As stated in Ann Philbing's (1996) theory of capacity building, capacity building is "the process of developing and strengthening the skills, instincts, abilities, processes, and resources required by organizations and communities to survive, adapt, and thrive in a rapidly changing world." According to Philbin (1996), capacity enhancement is an effort or procedure aimed at strengthening the resources, talents, and skills needed to survive, adapt, and prosper in the face of global change.

Independence Training Activities Through the Garment Factory to Enhance Prisoners' Readiness for Social Reintegration at Makassar Class I Penitentiary

The independence training program in the garment factory encompasses several key aspects. First, inmates are provided with training in garment production skills, such as fabric cutting, sewing, and product finishing. This training aims to enhance their work skills, providing them with opportunities to find employment upon their release. In

addition to technical skills, the independence training program also involves the development of soft skills such as communication, teamwork, and leadership.

Concept of Readiness for Social Reintegration

To achieve successful reintegration after inmates serve their sentences, it is important to assess whether prisoners are prepared to return to real-life society. Readiness for social reintegration for correctional residents includes four main aspects: cognitive, affective, psychomotor, and social.

1. Cognitive Aspect

The cognitive aspect relates to the understanding and new knowledge gained, such as technical skills and future plans. This includes the ability to process information effectively, understand concepts relevant to the workforce, and develop critical thinking skills necessary to make sound decisions. The affective aspect includes emotional and motivational changes, where prisoners become more optimistic and confident in facing the future.

2. Psychomotor Aspect

This aspect is related to the physical skills acquired during training, such as sewing or other technical skills, which can be applied after their release.

3. Social Aspect

Meanwhile, the social aspect reflects their ability to adapt and interact with society effectively, including building social networks and seeking job or business opportunities after returning to the community. The combination of these four aspects is crucial in equipping inmates to lead better lives after their release from detention.

Implementation of the Garment Factory Independence Training Program for Social Reintegration at Makassar Class 1 Penitentiary

1. Tools Dimension

The Tools Dimension refers to the availability of tools, equipment, and materials needed to support the work process of prisoners in the garment factory independence training program. In the context of the Makassar Class I Penitentiary, tools such as sewing machines, scissors, and fabric raw materials are key factors in ensuring smooth production. Without adequate tools, prisoners' productivity may be disrupted, which ultimately affects their ability to produce high-quality goods. Therefore, the availability and maintenance of tools used in the training process are crucial for optimal training outcomes. On the other hand, the presence of complete tools also serves as an important investment to provide prisoners with learning opportunities that are equivalent to those in workplaces outside the penitentiary.

2. Performance Capacity

The performance capacity of prisoners in this context is vital, especially when it comes to their ability to operate garment machinery effectively. The training process they undergo is not only aimed at enhancing technical skills but also at building self-confidence and providing them with a sense of purpose during their sentence. In an interview with inmate RN, he explained that the training he received at the beginning involved an introduction to the basics of machine operation. The training covered fundamental aspects such as how to press the pedal, adjust the machine speed, and understand various components of the

machines used in garment production. This training lasted for about three months, designed to ensure that every prisoner possesses the basic skills necessary to contribute effectively to the garment factory production process.

The benefits of this training are significant, particularly in providing prisoners with practical skills they can use outside the penitentiary after completing their sentence. Inmate SD, in his statement, emphasized that the sewing skills acquired during his time at the garment factory were not just work experience but also valuable capital for starting a business or seeking employment after release. These skills provide them with important tools to face challenges in the outside world, where technical skills are often a key requirement for securing a job.

Furthermore, inmate EN added that their involvement in activities at the garment factory not only helped them with skills but also had a positive impact on their mental health. They felt more productive and motivated to contribute, which in turn boosted their self-confidence. This self-confidence is crucial, as many prisoners experience feelings of inferiority and helplessness while serving their sentences. By engaging in productive activities, they can regain a sense of self-worth and purpose, which is essential for their reintegration into society after release.

Thus, the sewing skills training at the garment factory is not merely an effort to fill time during their sentence, but a capacity-building program aimed at developing individual potential that impacts their future. Through this program, it is hoped that prisoners will have better opportunities to start a new, more productive, and positive life once they return to society.

3. Skills Dimension

The Skills Dimension refers to the abilities and skills possessed by prisoners to carry out their tasks effectively. In the garment factory training program, sewing, fabric cutting, and managing sewing machines are basic skills that every working prisoner must master. These skills are acquired through intensive training organized by the penitentiary and partners such as CV Amura Pratama. In addition to technical skills, this dimension also includes managerial abilities such as discipline, attention to detail, and communication skills, which are essential in ensuring productivity and work quality. These abilities are not only beneficial during the training period in the penitentiary but also serve as valuable assets for prisoners when they return to society and seek employment or even start their own businesses.

4. Personal Capacity

The personal capacity of prisoners is an important aspect related to their skills and readiness to face various tasks during their sentence. In this context, the skills training in the garment factory plays a very significant role. Inmate SD emphasized that through this program, they gained new skills that are not only useful during their time in prison but can also serve as valuable capital to start a business after their release. These skills are not limited to technical sewing but also include an understanding of small business management that can be applied in everyday life. In this way, they gain comprehensive knowledge that will support them in achieving economic independence in the future.

Furthermore, this activity also plays a role in changing prisoners' perspectives. Before undergoing the training, many of them felt lost and lacked direction.

However, through the training and involvement in the production process, they began to have a clearer vision of their future. Inmate SD emphasized the importance of this attitude shift, where they began to think positively and optimistically about the possibilities after their release. This change in perspective is not just the result of acquiring skills but also a learning process that helped them realize their potential, which may have been overlooked previously.

The benefits of this skills training program are far broader than simply providing technical skills. One of the most significant positive impacts is the increase in prisoners' motivation and self-confidence. Inmate EN, in his statement, explained how the productive time spent at the garment factory gave a sense of fulfillment and achievement. Additionally, the sense of camaraderie that developed among them created social support, which is crucial during the sentence. This bond helped them not feel alone in their rehabilitation process and provided the moral boost necessary to face the challenges ahead.

Thus, the skills training program at the garment factory not only enhances prisoners' technical capacity but also helps build their personal capacity. This program is expected to provide a strong foundation for prisoners to start a new chapter in their lives, with renewed enthusiasm, confidence, and skills that can be applied in the outside world. By facilitating this transition process, the penitentiary can contribute to reducing recidivism and helping prisoners reintegrate into society as productive and independent individuals.

5. Staff and Infrastructure Dimension

The Staff and Infrastructure Dimension refers to the availability of instructors and physical facilities that support the implementation of the independence training program. At the Makassar Class I Penitentiary, prisoners are guided by competent instructors who provide practical teaching in the garment production process. Adequate infrastructure, such as spacious building facilities, material storage areas, and other production facilities, is also crucial in supporting daily activities. Without competent staff and adequate infrastructure, this program might not run effectively. Therefore, the quality of supervisory staff and the completeness of infrastructure play a vital role in the success of the independence training, where prisoners can work in an environment that supports the development of their skills.

6. Workload Capacity

Workload capacity is an important element related to task distribution and work assignment between prisoners and officers at the garment factory. The Head of the Work Guidance Section explained that task allocation is carried out through a shift or on-duty system, ensuring that each prisoner is always supervised while working. This approach not only manages the workload effectively but also helps create a structured work environment. With adequate supervision, prisoners can focus more on their tasks and carry out the responsibilities assigned to them better, thus improving the factory's operational efficiency. This task division program provides significant benefits for prisoners, especially in terms of creating a sense of involvement in the structured work routine. Inmate EN stated that working from morning until afternoon makes them feel more useful and productive. With a clear routine, they can directly see the results of their work, which gives a sense of satisfaction. This sense of involvement is crucial in helping

them forget their sentence time and providing the moral encouragement to stay focused on positive activities. Furthermore, the organized work structure contributes to improving the mental well-being of the prisoners. Through a consistent routine, they feel they have a purpose and meaning in every activity they do. This enhanced mental well-being is a key factor in the rehabilitation process, helping them adapt and prepare for reintegration into society after their release. Thus, this program not only focuses on operational efficiency but also on the personal development of prisoners to live more productive lives in the future.

7. Supervisory Capacity

Supervisory capacity is a crucial aspect that involves the effectiveness of monitoring and overseeing prisoners' activities. Supervision is carried out daily by officers according to the designated on-duty schedule. This supervision process aims to ensure that prisoners carry out their tasks well and comply with the rules in place. Inmate I mentioned that the supervision is quite effective, with an approach that does not feel oppressive. This creates a positive work environment and supports productivity, where they can focus on their work without feeling pressured by strict supervision from the officers.

The benefits of good supervision are significant in creating a comfortable work atmosphere for prisoners. With non-oppressive supervision, prisoners can work more freely and do not feel burdened by excessive pressure. This sense of comfort is important because it helps build confidence and responsibility in every task they undertake. In a supportive environment, prisoners feel more motivated to contribute and develop the skills needed for their work. Moreover, effective supervision also enables prisoners to learn better. With officers providing guidance and support when needed, prisoners can receive constructive feedback to improve their performance. This well-conducted learning process contributes to prisoners' personal development and prepares them to face challenges in the outside world after their release. Therefore, good supervision not only serves to ensure discipline but also creates opportunities for prisoners to grow and adapt to a more productive work environment.

8. Facility Capacity

The facility capacity at Makassar Class I Penitentiary is an important factor that affects prisoners' experience in the skills training program. The Head of the Work Guidance Section explained that although the physical buildings are available and adequate, there is still a need to improve comfort, such as adding air conditioning. A comfortable atmosphere in the workplace greatly influences the productivity of prisoners. Inmate SD also highlighted that although the machines used in the production process are complete, the hot room conditions can be one of the challenges that need to be addressed immediately. An uncomfortable work environment can hinder concentration and performance, so improving the facilities becomes a priority to create a better working atmosphere. The availability of adequate facilities is crucial because it allows prisoners to develop their technical skills more effectively. When the facilities are supportive, prisoners have a better opportunity to learn and practice new skills. Inmate BT stated that the available facilities give them the opportunity to develop sewing skills that will later be beneficial in the outside world. With access to tools and a supportive environment, they can practice to the fullest, which will improve their

abilities in the work they will undertake after their release. The benefits of improving these facilities are not only limited to technical skills but also have a positive impact on prisoners' mental well-being. A comfortable and efficient work environment can enhance their motivation and work spirit. When prisoners feel valued and receive adequate facilities, they are more motivated to learn and contribute. Therefore, investing in the improvement of infrastructure at Makassar Class I Penitentiary is essential to creating a conducive environment for prisoner rehabilitation and preparing them for reintegration into society with better skills and mental outlook.

9. Support Service Capacity

The support service capacity at Makassar Class I Penitentiary includes various important aspects such as training, technical services, and health services, all of which play a role in supporting prisoners' rehabilitation. Inmate RN explained that the training provided at the garment factory greatly helps them master basic skills, including how to properly use the machines. Through this training program, prisoners receive practical guidance that enables them to understand the functions and operation of the machines, thereby enhancing their ability to perform tasks in the work environment. The availability of structured training is crucial to ensure that prisoners not only learn theoretically but also gain the direct experience needed to improve their skills.

In addition to training, Makassar Class I Penitentiary also provides health services that are important for prisoners' well-being. The availability of a clinic for prisoners facing health issues shows a commitment to ensuring they receive adequate care. Good healthcare services are vital in the context of rehabilitation, as optimal health conditions allow prisoners to focus on learning and self-development. With adequate health support, prisoners can feel safer and more comfortable, enabling them to take full advantage of the opportunities available to learn and adapt to the work environment. The benefits of training and support services go far beyond simply mastering technical skills. The continuous learning process provides prisoners with the opportunity to experience valuable personal achievement. This sense of accomplishment not only boosts their self-confidence but also prepares them to face challenges in the future after their release. With the skills they have acquired, prisoners feel more prepared and optimistic about life outside the penitentiary, ultimately contributing to their successful reintegration into society. Therefore, investment in these support services is crucial to building a better future for prisoners.

10. Structures, Systems, and Roles Dimension

The Structures, Systems, and Roles Dimension includes the organizational system, workflow, and clear roles in the production process at the garment factory. A well-defined structure ensures that each prisoner has a clear role and responsibility, from the fabric cutting process to the final production of clothing. The system implemented at the garment factory involves organized workflows, performance monitoring, and production scheduling that match the available capacity. This structure not only facilitates the management of factory operations but also helps prisoners understand their roles in the production process, improves work efficiency, and prepares them to face similar challenges in the workforce after their release.

11. System Capacity

The system capacity at Lapas I Makassar includes several crucial elements, such as information flow, financial management, and managerial decision-making. The Head of Work Activities emphasizes the importance of consistent monitoring and reporting to ensure that rehabilitation programs run smoothly. Regular monitoring processes enable management to assess the effectiveness of training and activities being conducted, as well as to identify areas that require improvement. Despite challenges related to funding and human resources (HR), efforts to involve third parties in training programs demonstrate a strong commitment to addressing these issues. Collaboration with external agencies can help strengthen training and provide the additional resources needed to support inmates.

The benefits of a well-structured program are significant, as it provides inmates with the opportunity to learn skills that can be applied in daily life once they are released. The skills acquired during training are not only related to technical aspects but also encompass interpersonal abilities and self-management skills, which are extremely valuable. Inmate RN stated that the skills obtained through this program give them hope for a better future. With relevant and practical skills, inmates feel more confident in facing challenges outside the prison and are capable of making a positive contribution to society.

12. Structural Capacity

Structural capacity at Lapas I Makassar is closely related to the organizational structure and effective decision-making processes. A clear organizational structure, with defined tasks and responsibilities, plays an important role in ensuring the smooth implementation of rehabilitation programs. The Head of Work Guidance explained that the shift or duty system applied in the garment factory not only ensures effective monitoring of inmate activities but also creates an organized work pattern. With good coordination between various departments, factory operations can run efficiently, so that every aspect of the work activities can be well integrated, supporting a more holistic rehabilitation goal.

The benefits of good coordination are significant, especially for inmates. The organized and structured work environment resulting from effective coordination helps them cultivate discipline and responsibility. In a well-planned work atmosphere, inmates can better understand and carry out their tasks, which in turn increases their motivation to actively participate in the program. The discipline developed is not only beneficial in the context of work but can also contribute to the development of positive character traits, which are important for reintegration into society after they are released.

13. Role Capacity

Role capacity at Lapas I Makassar is closely related to the clear definition of tasks and responsibilities for all parties involved in the rehabilitation program. The Head of Work Activities and the Head of Work Guidance play key roles in designing and overseeing the implementation of the program, ensuring that every element functions according to plan. In this structure, inmates are also given responsibilities in various activities, including completing tasks in the garment factory. Inmate SD stated that clear and specific assignments help them develop

the necessary skills and increase their sense of responsibility toward the work they perform.

By understanding the roles and responsibilities assigned, inmates can learn to work in teams and actively contribute to the success of the group. This is an important opportunity for them to develop leadership skills, where they not only learn how to follow instructions but also how to take initiative and lead their peers in completing tasks. The sense of personal achievement that comes from fulfilling these responsibilities provides additional motivation for inmates to continue striving and developing.

Obstacles in the Implementation of the Garment Factory Independence Program in Preparing Inmates for Social Reintegration at Lapas I Makassar

1. Tools Dimension

One of the main obstacles faced in the capacity dimension at Lapas I Makassar is the uncomfortable working environment. The hot rooms, lacking adequate ventilation, can disrupt the comfort and productivity of inmates during their work activities. Although the available tools and machinery are sufficient to support the learning process, this physical environment issue still requires serious attention. An uncomfortable working atmosphere can hinder the inmates' concentration, thus reducing the effectiveness of the training and skills they are learning.

The inadequate room conditions not only affect the physical aspect but also the psychological well-being of the inmates. The discomfort experienced while working can lower their enthusiasm and motivation to participate in the rehabilitation program. Inmates who feel uncomfortable tend to get tired and frustrated more quickly, which can cause them to lose focus and interest in learning. Therefore, creating a comfortable working environment is key to maximizing the potential of inmates in acquiring skills.

Addressing the physical environment issues at the workplace will have a significant positive impact on the inmates' morale and motivation. By providing better facilities, such as air conditioning or proper ventilation, inmates will feel more valued and supported in their rehabilitation process. This not only improves work comfort but also contributes to the more optimal development of their skills. When inmates feel comfortable and motivated, they are more likely to actively participate in the rehabilitation program, which ultimately helps them better prepare for reintegration into society.

2. Skills Dimension

Obstacles in the skill dimension at Lapas I Makassar include the varying levels of basic abilities among inmates. Many of them are learning to sew or operate machines for the first time, requiring more time to master the necessary skills. This difference in learning processes presents a unique challenge, as not all inmates have the same background or experience. For inmates who are just starting, struggling to understand how the machines work or the sewing techniques can lead to frustration, which in turn can disrupt their learning process. This uncertainty may cause feelings of hopelessness, making it difficult for them to adapt to the demands of the garment factory job.

The lack of basic skills is also more apparent among inmates with low levels of education. They often require more support to understand the techniques and processes taught in the training. This situation demands a more personalized

approach in delivering the material so that each inmate can follow the training well and feel confident in performing the tasks assigned. Without sufficient guidance, they may feel alienated in the learning process, which could reduce their motivation to participate in the program. Therefore, it is important to identify the specific needs of each inmate and provide tailored training.

To address these challenges, more intensive training and individual support are essential. By giving special attention to inmates who need it, they will have a better opportunity to learn and develop the skills being taught. This approach will not only help them master the necessary techniques but also boost their confidence in their work. With the right support, inmates will be better prepared to adapt to the work environment and face new challenges, ultimately contributing to a more successful rehabilitation process. This will also pave the way for them to prepare for a better future after release.

3. Staff and Infrastructure Dimension

One of the main obstacles in implementing the program at Lapas I Makassar is the uneven distribution of tasks and workload, as well as the lack of supervision at certain times. Although a shift or duty system has been applied to organize the work schedule of inmates, there are still challenges in managing the workload effectively. An imbalance in task distribution can cause some inmates to feel overwhelmed, while others may not be given enough tasks to develop. This can result in varying motivation among the inmates, affecting their overall performance in the rehabilitation program. Additionally, the limited number of supervising staff reduces the effectiveness of the rehabilitation, especially for inmates who are just starting to learn sewing skills, which require consistent guidance to understand the techniques and work processes being taught.

The physical condition of the factory, which is hot and lacks cooling facilities, is a significant obstacle for inmates in carrying out rehabilitation activities. Discomfort due to the high temperature can disrupt their concentration, directly impacting productivity and the quality of the work produced. When inmates feel uncomfortable, they tend to get tired more quickly and lose motivation to complete tasks. This highlights the importance of creating a better working environment, where the addition of air conditioning or adequate ventilation can help improve the work atmosphere.

By improving the facilities and supervision, inmates will feel more comfortable and supported in the learning process. A conducive work environment not only enhances productivity but also affects their enthusiasm and motivation to participate in the program. When inmates can work effectively in a supportive atmosphere, they will be more motivated to actively participate in rehabilitation and develop the skills needed for a better future. Therefore, improving the physical condition of the factory and strengthening the supervision system should be a priority in efforts to improve capacity at Lapas I Makassar.

4. Structures, Systems and Roles Dimension

The system capacity at Lapas I Makassar faces several significant obstacles, particularly related to the flow of information, availability of funds, and a shortage of experienced human resources (HR). The limited funds hinder the procurement of additional equipment and facilities needed to support the training program. Meanwhile, the lack of skilled HR affects the effectiveness of the training process,

preventing inmates from receiving optimal guidance. These obstacles directly impact the sustainability of the training and support provided to inmates, making them less prepared to reintegrate into society after serving their sentences.

Although there is a clear organizational structure at Lapas I Makassar, a lack of coordination between various involved parties often results in the rehabilitation program not running at its full potential. This lack of coordination can lead to an uneven distribution of tasks and difficulties in monitoring the progress of each inmate individually. The training programs that are implemented are not always well-integrated, causing inmates to feel confused about the learning stages they need to follow. This ambiguity can hinder their progress in mastering the skills being taught, requiring more attention to improve the coordination and integration flow between programs.

Role capacity is also an important aspect that affects the effectiveness of the program. The lack of a clearly defined role for inmates in activities at the garment factory can make it difficult for them to understand the responsibilities and tasks they are supposed to carry out. Without well-defined roles, inmates may not fully understand the importance of their contributions to the production activities. This can affect their motivation and desire to learn and grow. Therefore, a more structured and clear division of roles is necessary to improve the effectiveness of rehabilitation, ensuring that each inmate can contribute optimally according to their abilities and create a sense of responsibility in the rehabilitation process.

CONCLUSION AND SUGGESTION

The activities in the implementation of the garment factory independence program at Lapas I Makassar involve adjusting the number of staff and appropriate skills, as well as effective time management to prevent fatigue. The capacity of supervisors focuses on the reporting and monitoring system to ensure accountability and program quality. The capacity of facilities includes the availability of adequate infrastructure, while the supporting services capacity ensures the availability of training and additional services to support operations. The system and structural capacity includes the flow of information, managerial decisions, and a clear organizational structure that supports coordination and decision-making. Finally, the role capacity ensures clear responsibilities and authority for individuals within the organization, supporting the overall effectiveness of the program. The combination of all these capacities contributes to the efficient implementation of the program and the achievement of rehabilitation goals at Lapas I Makassar.

The obstacles in the implementation of the garment factory independence program at Lapas I Makassar involve various complex challenges. Limited funding, which relies on third parties for the procurement of materials and equipment, is a major issue. The shortage of skilled human resources and inmates' insufficient sewing skills require additional training, which takes time and resources. Marketing problems and delays in raw material supply also affect production stability, while boredom and saturation among inmates disrupt motivation and work quality. Additionally, the management and coordination of the program face communication and logistical challenges, adding to the complexity of implementation. To address these obstacles, efforts for integration through effective monitoring, continuous skill training, and good cooperation with third parties are required.

Some inmates identified delays in material procurement as an obstacle. The prison could explore partnerships with more stable raw material suppliers or seek more efficient procurement alternatives to ensure smooth production. Providing more

structured and comprehensive training could help inmates improve their skills more quickly and effectively. Additional training to enhance technical expertise, as well as soft skills such as time management and interpersonal skills, could be highly beneficial.

Although a monitoring system is in place, strengthening and clarifying the evaluation process can help identify issues earlier and ensure that inmates can overcome obstacles more quickly. Using technology-based monitoring systems can speed up and simplify this process. Ensuring that each individual in the organizational structure has clear roles and responsibilities can enhance coordination and efficiency. Periodic evaluations of the organizational structure and task allocation can help improve processes and increase operational effectiveness.

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