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Indonesian Industrial Correctional Models in the Perspective of Criminology Welfare

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Abstract

The use of industrial prisons is a strategy that is essential to reaching the objective of training prisoners. The goal of the industrial jail program is to better the attitudes and behaviors of prisoners while also preparing them by giving them knowledge and skills. The continued industrial activities will also help achieve the goal of increasing the independence of the prison organizations and having an impact on both the community's and the prisoners' wellbeing. This study aims to shed light on how Indonesian industrial prisons operate, the issues they encounter, and the development of suitable replacement models for industrial jail programs. This study employs a qualitative methodology. The analysis's main tool is a feasibility study with a welfare criminology approach. The administration of industrial prisons is still closely linked to the administration of the bureaucracy, and the incompetence of convicts and the difficulty of financial accountability prevent effective development of industrial operations. Therefore, one step that must be taken for this program to have an influence on public welfare is to construct an acceptable industrial prison model by taking into account current legislation and expert engagement. making it so that industrial activity don't develop enough. Therefore, one step that must be taken for this program to have an influence on public welfare is to construct an acceptable industrial prison model by taking into account current legislation and expert engagement. making it so that industrial activity don't develop enough. Therefore, one step that must be taken for this program to have an influence on public welfare is to construct an acceptable industrial prison model by taking into account current legislation and expert engagement.

Keywords: Coaching, Convicts, Community Welfare, Industrial Prisons, Organizational Independence

1. Introduction

The prison industry is a program to lessen institutional misbehavior, claims Kerry M. Richmond (2014). According to Andrew Day (2017), inmate labor in industrial jails contributes significantly to running the facility. Grant R. Grisson and Conan N. Louis (1981, p. 42, quoted by Richard W. Snarr, 1996, p. 166) explicitly stated that the primary orientation of industrial prisons is so that prisons can finance themselves with regard to production results from prison industrial activities to support prison operational costs (self-supporting). According to Richard W. Snarr (1996, p. 164), this industrial prison has a number of uses or purposes, including: (1) obtaining financial

benefits that are helpful for prison operational activities; (2) reducing the amount of idle time that inmates experience; (3) enhancing discipline; (4) as a means of punishment; and (5) as a means of rehabilitation.

The concept behind industrial prisons is that employment can change an inmate's life. The Quaker belief, which emerged in the seventeenth century and held that improvements were carried out via labour and silence, had a significant influence on this approach (Cullen & Travis, 1984; Dwyer & McNally, 1993; Garvey, 1998, quoted by Kerry M. Richmond, 2014, p. 234). Detainees were initially subjected to forced labor as a form of punishment and as a way to deter future offenses for this reason. According to Kerry M. Richmond (2014, p. 234), forced labor has at least two purposes: first, it is imposed as a kind of retribution for crimes that have already been committed, and second, it is used to reform or rehabilitate convicts by giving them scheduled and regular activities. It is anticipated that having this scheduled, regular exercise will promote prosocial behavior (Laub & Sampson, 2003; Sampson & Laub, 1993, cited by Kerry M. Richmond, 2014, p.232). According to Cullen & Travis, 1984, Dwyer & McNally, 1993, and Garvey, 1998 (quoted by Kerry M. Richmond, 2014, p. 232), hard work in the prison business can transform offenders' lives. This occurs as a result of the jail system's emphasis on discipline. According to Gordon Hawkins (1983), the use of prisoners as labor in industrial prison programs is an instrument for punishing inmates. It is anticipated that having this scheduled, regular exercise will promote

prosocial behavior (Laub & Sampson, 2003; Sampson & Laub, 1993, cited by Kerry M. Richmond, 2014, p.232). According to Cullen & Travis, 1984, Dwyer & McNally, 1993, and Garvey, 1998 (quoted by Kerry M. Richmond, 2014, p. 232), hard work in the prison business can transform offenders' lives. This occurs as a result of the jail system's emphasis on discipline. According to Gordon Hawkins (1983), the use of prisoners as labor in industrial prison programs is an instrument for punishing inmates. It is anticipated that having this scheduled, regular exercise will promote prosocial behavior (Laub & Sampson, 2003; Sampson & Laub, 1993, cited by Kerry M. Richmond, 2014, p.232). According to Cullen & Travis, 1984, Dwyer & McNally, 1993, and Garvey, 1998 (quoted by Kerry M. Richmond, 2014, p. 232), hard work in the prison business can transform offenders' lives. This occurs as a result of the jail system's emphasis on discipline. According to Gordon Hawkins (1983), the use of prisoners as labor in industrial prison programs is an instrument for punishing inmates. 232). According to Cullen & Travis, 1984, Dwyer & McNally, 1993, and Garvey, 1998 (quoted by Kerry M. Richmond, 2014, p. 232), hard work in the prison business can transform offenders' lives. This occurs as a result of the jail system's emphasis on discipline. According to Gordon Hawkins (1983), the use of prisoners as labor in industrial prison programs is an instrument for punishing inmates. 232). According to Cullen & Travis, 1984, Dwyer & McNally, 1993, and Garvey, 1998 (quoted by Kerry M. Richmond, 2014, p. 232), hard work in the prison business can transform offenders' lives. This occurs as a result of the jail system's emphasis on discipline. According to Gordon Hawkins (1983), the use of prisoners as labor in industrial prison programs is an instrument for punishing inmates.

Giving a work to inmates, however, is ultimately not a form of punishment but rather a smart move by the jail administration to combat inmates' idleness. Because giving inmates nothing to do can be an even harsher sentence. The awful period when there is nothing for prisoners to do is often referred to as "idle time," which is the devil's plaything. "No wise, humanitarian, and most certainly no trade unionist," declared Samuel Gompers, the founder of the American Labor Federation (1910, cited by Stephen P. Garvey, 1998, p. 369), "wants our prison inmates to remain unemployed." According to Helsinki Watch, an American human rights watchdog group (cited by Vincenzo Ruggiero and Tony Goodman, 1993, p. 18), a lack of employment prospects is a form of "abuse" that is comparable to prison overcrowding and poor sanitation. An overview of forced work in the US reveals that those responsible for designing prisons were adamant that any rational system of incarceration had to incorporate a labor system.

In later phases, the prison industry will also focus on how convict labor might contribute to operating expenses for prisons, in addition to criminal reform. According to Andrew Day (2017, p. 899), inmates who work in the prison sector significantly improve prison operations. Grant R. Grisson and Conan N. Louis (1981, p. 42, quoted by Richard W. Snarr, 1996, p. 166) made this clear in regards to the production outcomes from jail industrial activities to fund prison running costs. They claim that the primary objective to be accomplished at the beginning of its development, which is the first 100 years since the functioning of the prison industry, is for the jail to be self-supporting.

Correctional facilities (lapas) in Indonesia are required to give prisoners the proper direction and care so that they can successfully reintegrate into society. Due to the growing prison population in Indonesia, industrial activities in prisons (also known as "industrial prisons") are a program that should be used to demonstrate that prison facilities have met their commitments and to keep prison life hospitable. According to the Republic of Indonesia's Minister of Law and Human Rights' Regulation No. 53 of 2016 concerning Management and Utilization of the Results of Industrial Activities in Correctional Institutions, the operationalization of industrial prisons has the following goals: (1) preparing prisoners to become skilled and independent individuals as well as growing and developing their businesses within the framework of building the national economy; (2) increasing the inmates' access to education, training, and employment opportunities; and (3) reducing the inmates' risk of recidivism.

The industrial prison program operates in three areas of interest: the interests of the inmates in terms of preserving and enhancing their capacity as a national resource; the interests of the prison administration in carrying out their duties to keep inmates engaged in productive activities while incarcerated; and finally, the public interest, which means that the industrial prison program is expected to provide social welfare. However, empirical evidence indicates that Indonesia's industrial prison program has fallen short of fully achieving the three aforementioned goals. This could occur as a result of improper implementation of Indonesia's industrial prison program (professionally). The Industrial Prison Program is implemented without the help of experts who are familiar with industrial activity. The management of industrial prisons coexists with bureaucratic management. The question that follows is: What are the issues with Indonesia's industrial jail system? The ultimate goal of this project is to create a new framework for the industrial prison model that is thought to be feasible in Indonesia. This industrial prison model is mostly related to the initiatives taken by the prison administration to implement programs for coaching inmates and to address potential issues, such as security disruptions brought on by high occupancy rates, as well as initiatives to improve welfare (financing prison operations, welfare of prisoners and the community).

2. Method

Using a feasibility study analysis, this study aims to connect jail industrial operations with the welfare criminological paradigm (welfare criminology). One of the keys to developing policies that advance the welfare of society for those who believe that the state's role in fostering prosperity for its citizens is crucial is welfare criminology (Mustofa, 2010: 231-233, Morse, 1977: 20). According to Driesen (quoted by Jonathan S. Masur and Eric A. Posner, 2010), the feasibility study is a welfare-oriented method. The three criteria for goodness or success that the feasibility study addresses are: (1) ensuring that the institution regulates industrial processes that produce losses that are challenging to quantify; (2) ensuring that regulations do not disproportionately harm workers; and (3) providing clear guidelines for institutions to prevent arbitrary and inconsistent regulatory outcomes. According to Driesen's theory (in Masur & Posner, 2010), the industrial jail program is an initiative that primarily benefits prisoners because they serve as the majority of employees in the businesses they manage.

Researchers gathered data at 5 (five) prisons that were classified as industrial prison pilot projects in addition to the Directorate General of Corrections to gain a general picture of these institutions. Additionally, the researcher employed the Delphi technique to gather data and feedback on viewpoints from two parties, namely experts (experts) and officials with specialization/expertise in their fields connected to the research issue. To reach consensus or agreement on a point of view, the Delphi method and the FGD approach are closely related. Because this consensus can be approximate or predicting about the type of policy, it can be utilized as a foundation for policymaking (Mustofa, 2013: 237-238).

3. Results

3.1. Field Findings

The Regulation of the Minister of Law and Human Rights Number 53 of 2016 Management and Utilization of the Results of Industrial Activities in Correctional Institutions severely regulates the usage of the term "industrial jail." According to subsection (1) of article 13 of this regulation, the Minister may designate particular prisons as

industrial prisons. It means that the Minister may designate specific jails as industrial prisons if they meet certain requirements. According to Permenkumham 53/2016, not all jails can be designated as industrial prisons; instead, the Minister of Law and Human Rights must make the determination. A prison must at least be based on (a) the type of activity and partners, (b) the results of the industry, (c) the number of inmates who work, (d) facilities and infrastructure, and (e) managed budget allocations in order to be classified as an industrial prison, as stated in article 13 point (3) of the Minister of Law and Human Rights 53/2016.

The following can be deduced from the findings of field research, secondary data collection, and in-depth interviews with individuals involved in industrial activities in prisons that are pilot projects: Class I prisons in Tangerang, Class I prisons in Surabaya, Class IIA prisons for drug offenses in Jakarta, Class IIA prisons in Cikarang, and Class IIA prisons in Ciangir Open Lapas.

1. This commercial activity is inextricably linked to the coaching process. Prisoners who participate in these industrial activities will gain at least three advantages, including improved skills due to training activities they participate in prior to or concurrently with industrial activities, practice self-discipline due to participation in routine activities that are also under the supervision of officers, and financial gain in the form of wages or premiums for the work they do. Convicts' participation in these industrial endeavors may ultimately serve as a guarantee of their successful reintegration into society after their sentences are complete.
2. In practically every prison, industrial activities have been conducted as part of the coaching program. Two types of people execute these industrial activities: those that prisons individually or autonomously manage and those that work partners execute. According to research findings, industrial actions carried out in cooperation with coworkers yield superior results to those carried out just for one's own benefit. This is as a result of the collaboration partners' more organized and effective working system.
3. Small-scale industries can be used to describe the size of the industrial activities performed in prisons. This is true when considering the prepared capital as well as the staff that has been absorbed. In contrast, a number of other industrial activities, particularly those carried out in conjunction with coworkers, might be characterized as medium-sized industrial activities involving considerable business capital, particularly when purchasing work equipment (industrial machinery).
4. Industrial activities in prisons have two market shares, internal and external, in terms of market share. While the community or affiliated agencies make up the exterior market share, this internal portion consists of employees and prisoners. Additionally, industrial activities that generate higher income are those whose outcomes result in internal market share, according to research data. This is due to the ease with which industry participants and producers who focus on supplying prison populations in general can access this market share. The products produced in general are still unable to compete with goods sold outside of prisons when it comes to the external market share, even with their limited marketing reach.
5. The majority of management of the industrial operations conducted by prisons is done independently (self-management). The party granted management authority for the field or section of activity/work guidance becomes the officials in that area, who gradually report to the prison's administrator. In contrast, an officer is designated to oversee the implementation of supervision in the field or area of activity/work guidance. The fact that one officer may be tasked with overseeing multiple industrial activities means that not all of them can be appropriately supervised by officers. When it comes to providing (buying) the necessary raw materials, supervision officials behave more like a party helping the production operations carried out by prisoners.
6. In relation to the management (bookkeeping) of criminal inmates' industrial activity. Prisoners labor as producers, but they also keep financial records of the earnings and outlays related to their participation in industrial operations. And one prisoner will be designated as the activity coordinator for each industrial activity. These prisoners take on a variety of responsibilities, including planning events and informing managers. Self-management is a type of management that is now primarily used in prisons.
7. In industrial activities that collaborate with third parties (work partners), all activities are managed by work partners, from planning through marketing of production outputs. This includes operational monitoring, planning, implementation, and administration. The prison's sole function is to supply labor and designate officers to oversee it. Compared to jails operating separately, this collaboration's administration of manufacturing activities typically functions more effectively. In addition, the specific amount of the compensation for labor offenders is established by the employer.

8. With reference to convict wages, in self-managed industrial activities, convict wages are provided as 50% of the profits made. The Decree of the Minister of Justice from 1990 is referred to by the percentage of salary distribution. It looks that the potential wages that prisoners could earn are rather substantial when you consider the size of this proportion. However, because of the low level of output, inmates' pay are quite modest (small). Convicts do not receive compensation for even some industrial operations because no goods are produced as a result of these activities. In the end, the involvement of prisoners in these activities usually serves just to pass the time.
9. Prisons also request that 15% of the profits from industrial activities be deposited to the state as non-tax state revenue, in addition to the wage proportion (PNBP). The prison will make an effort to reach any PNBP targets that have been established by the Directorate General of Corrections, particularly for certain (pilot) prisons. Although the goal quantity of PNBP that must be deposited is simply based on the target set by the Directorate General of Corrections, it is not based on the level of production from industrial activities carried out in each jail. The PNBP gained in industrial activities carried out in conjunction with coworkers comes from renting buildings or land that coworkers use.
10. In addition, they already have a respectable market share in terms of the marketing of industrial products, particularly those produced in partnership with business partners. Some industrial activities even have a global market share, like the furniture industry in Class I Lapas in Surabaya. This industrial activity simply fulfills orders as they come in. But generally speaking, the sale of the products of industrial activities performed in jails is more restricted, particularly within the context of prisons (convicts and employees).

3.2. Delphi Method Consensus

As a result of research employing the Delphi technique, several significant characteristics were uncovered, including:

1. The administration of industrial prisons is plagued by structural issues that render them useless.
2. The interests of prisoners engaged in industrial activities are not given enough consideration, particularly with regard to pay standards.
3. There isn't a well-known, unsustainable method of managing industrial activity.

The presentation of consensus will proceed as follows, beginning with the display of the Delphi consensus table below.

Table 1: Delphi Consensus Results

ISSUE	CATEGORIZATION	CONSENSUS I 6 of 5 exp		CONSENSUS II	
The strategic meaning of industrial prisons	Seeing the link between the industrial prison program and the development of convicts and the achievement of coaching goals.	6 of 6 of	5 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
Professionalmanagerial	Seeing the need for a more professional implementation of industrial prison programs run by professional groups outside the prison structure.	5 of 6 of	4 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
policy maker	Seeing the role of the Directorate General of Corrections in the management of industrial prisons when there are managerial professionals.	5 of 6 of	3 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
Financial management	Seeing the existence of latitude or flexibility in financial management in the operationalization of industrial prisons.	5 of 6 of	3 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
Worker welfare	Seeing the concern for convicts who work in industrial prisons are given decent wages as workers outside prisons.	6 of 6 of	4 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
prison stability	Seeing the meaning of the existence of industrial prisons in creating prison security and order.	6 of 6 of	4 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
Prison operational support	There is funding support from industrial prisons for prison operations.	5 of 6 of	4 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp
Rule of law	Seeing the existence of rules can provide protection for the operationalization of industrial prisons and protection for industrial products that are carried out.	4 of 6 of	4 exp out of 5 exp	4 of 4 of	3 exp out of 3 exp

Regarding the second issue, the chart above shows that due to the continued dominance of the structural role of prisons, the management of industrial jails has not been done successfully. There is therefore a requirement for management that can be executed more effectively (professionally). Regarding this matter, all sources agreed—both expressly and inferentially—that there should be improved management carried out by individuals who are subject-matter specialists (professionals in running a business). The patterns or techniques used in professional industrial prison management vary depending on the source, though. Several sources concurred that industrial prisons should be operated by involving other parties, but some sources agreed to establish a separate entity to organize industrial prisons (partners). Regarding the second issue, it may be inferred that the Directorate General of Corrections lacks a defined vision or policy for industrial prison programs that can be effectively implemented at the prison level. Each institution has its own industrial prison program that it employs.

In addition, it was agreed that the Directorate General of Corrections should set policy and be responsible for industrial jail programs in relation to the third issue, which concerned policy makers in the operation of such institutions. From the level of technical implementation units (prisons), regional offices, and the Directorate General of Corrections, the exercise of authority is still carried out structurally. The sources also recommended that the Directorate General of Corrections employ experts in the establishment of industrial prisons. Therefore, it can be understood as follows in relation to this third issues, such as:

1. No long-term strategy for the continuation of the industrial prison program exists.
2. The Directorate General of Corrections does not include specialist groups in the implementation or administration of industrial prisons.
3. Without explicit signals or instructions from the Directorate General of Corrections, the working mechanism with work partners only functions in part.

The method for planning, budgeting, allocating, or holding accountable the budget is carried out in stages, starting at the level of the prison head and ending at the Directorate General of Corrections, it can be seen from difficulties relating to financial management. The management and accountability of the budget can be handled by two distinct people, one of whom is the president of the company, in prisons that operate industrial prison programs. If a separate business unit has been established to oversee industrial activities that are not technically under the control of the jail, this can be accomplished. This matter-related phrase can also be read as follows:

1. The budget is still implemented as other budgets that are under the supervision of the prison's head are implemented because there is no autonomous entity that is outside the prison system.
2. As a result of this circumstance, there are limitations on budget accountability in relation to industrial prisons, such as the practice of reusing PNBP and the sale of industrial goods acquired through capital expenditures.

Furthermore, most of the interviewees concurred that industrial jails can affect the welfare of offenders who are employed as laborers. Pay that is in line with norms is one measure of how well these prisoners are doing. Although some sources contend that the amount of wages must also account for the fact that the state is spending money to support them while they are serving their sentences. This problem can be seen as follows:

1. Because prisoners are regarded as unskilled labor, the amount of their pay is determined more by their coworkers' desire to do the work.
2. Because industrial activities are not properly conducted, the income they generate is likewise unable to adequately benefit prisoners.
3. If given the skills necessary for the industrial activity they will engage in, prisoners have the capacity to earn a living wage.
4. By offering incentives, there is room to increase the number of prison guards engaged in commercial enterprises.

Regarding the problem of prison stability, the majority of the sources noted that the presence of industrial prisons supports security and order in prisons in a significant way. A number of informants also stressed the significance of performing an evaluation of prisoners who will be a part of the industrial jail program, not only to learn about their interests, abilities, or skills, but also to assess their risk level. which can so preserve the safety and discipline of industrial activity. Consequently, it can be understood as follows in connection to this matter:

1. A risk analysis pertaining to assurances that the industry is being operated must be conducted prior to the deployment of industry in prisons (both independently and in partnership).
2. Industrial space requirements are taken into consideration while building prisons, which is consistent with maintaining jail security.

Most of the interviewees agreed that industrial prisons may be a source of support for jail operations when it came to this issue. Prisons may employ the regulations governing the reuse of PNBP as a source of funding in order to operationalize their facilities without relying solely on rupiah. This problem can be seen as follows:

1. Because of the absence of PNBP from industrial prison activities, the jail budget is solely funded by rupiah.
2. The system for using the budget is rigid due to the management of industrial jails, which is still structurally handled by prisons.

Regarding regulatory matters, the majority of the interviewees added that the Penitentiary Law in particular has given room for the conduct of industrial jail activities. Some of the interviewees tied these laws to labor laws, which have to do with how much convicts are paid, in relation to other laws. In connection with this, it may be said that managing industrial prisons requires a broader perspective by linking it to associated rules.

The author will present the Delphi results in the manner previously described, using the following system thinking model:

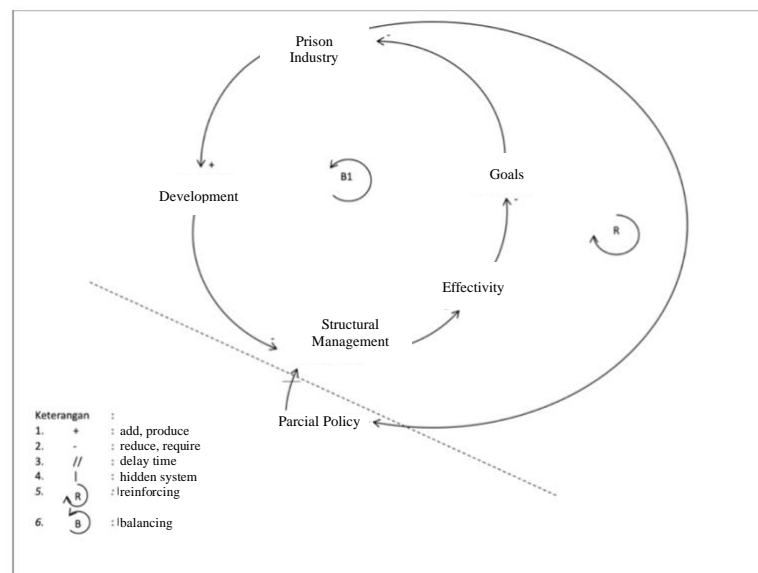


Figure 1: Consturction of Delphi Result

According to the aforementioned model, it may be explained why there are issues with the amateurish administration of industrial prisons, which prevents the efficient operation of industrial jail operations. Two rings of cause and effect can be seen in the image above. A balancing circle is in the first circle, while a strengthening circle is in the second. The first circle explains a chain of events that led to production activities employing prisoners as a result of the presence of an industrial jail program. The inefficiency of this production activity prevents the industrial prison from achieving its predetermined aims, which in turn might give its implementation a bad reputation.

However, management policies emerged as a result of the requirement for industrial jails to function. However, this management strategy is still only partially implemented, which makes the industrial jail program's implementation unsuccessful. A more focused and comprehensive policy action is required in response to this

circumstance. The old policy, which was only partially effective, will be replaced with this one. This will simplify the industrial jail program's implementation so that the desired outcomes can be realized.

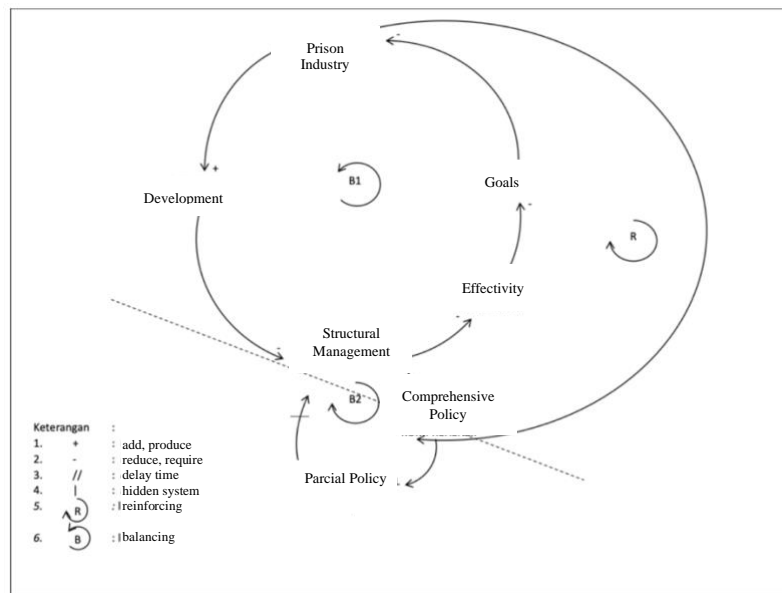


Figure 2: Critical Thinking of Industrial Correctionals Models

4. Discussion

4.1. Limited Prison Privatization as an Alternative to Indonesia's Industrial Prisons

When operationalization of industrial prisons is observed, it may be seen that the desired outcomes have not been attained, regardless of whether it is being done independently by prisons or in partnership with partners. The research demonstrates that efforts are being made to ensure that the carried out industrial activities evolve as anticipated. Although the most fundamental elements that can enable industrial jail programs to function properly, constantly, and as an ideal support for inmates and prison operations have not yet been addressed by these projects. The best model for industrial prisons is created so that prison-run businesses may deliver appropriate results, particularly in relation to the goal of empowering prisoners with skills and independence, promoting the independence and operationalization of prisons, and supporting societal welfare. And when the results of the industry being managed can be absorbed in the market and, to the greatest extent feasible, create possibilities for prisoners to continue their work activities after serving their sentences, this goal can be accomplished. The industrial prison program is only successful to the extent that it engages convicts in a productive activity that does not significantly affect the success of the program itself because of the partial policy governing it, which places a greater emphasis on internal potential. An established and long-lasting industrial jail program can be funded by a more thorough policy that considers larger dimensions, especially taking into consideration the regulatory and economic feasibility aspects.

4.2. Regulations for Industrial Prison Models

The industrial prison program will be tightly linked to other rules, such as rules governing financial mechanisms, budgeting for government agencies, or the provision of infrastructure. The provisions outlined in the rules relating to state finances are referred to as the financial mechanism, which encompasses the process of budget planning, allocation, and accountability. This industrial prison program must be backed by state financial policies in order to be implemented.

Rules governing state finances provide prison industries enough room to operate, including the direct use of revenue from those industries, including the budgeting process. The income collected can be handled and used directly to pay expenses, according to Minister of Finance Regulation Number 129/PMK.05/2020 concerning

Guidelines for Agency Management Public Services. The money earned in the form of PNBPN can also be controlled and utilized to pay bills directly. By adhering to good business principles, it is also possible to adopt flexible expenditure management that is based on parity between the volume of service activities and the quantity of cost.

The execution of industrial jail programs requires this flexibility in budgetary management. The regulations outlined in the minister of finance regulation regarding financial management have not yet been put into effect in connection with the industrial prison program. This is what prevents the industrial prison program's business operations from operating sustainably. Due to financial (budget) procedures that refer to non-business bureaucratic management, there are delays in the operation of business processes.

On the other hand, there is still relatively little space or equipment available in prisons that can be used for industrial activity. The Building Patterns for Correctional Technical Implementation Units Decree of the Minister of Justice No: M.01.PL.01.01 of 2003 establishes guidelines for the construction of prison buildings that consider the availability of space for company units, work on works, and other types of activities that consider needs and economic factors in the local area. The necessity to prepare company unit rooms cannot, however, be met by all prison expansion initiatives. Obstacles include a lack of funding or available land for prison building.

The ability to involve third parties in the procurement is provided by Presidential Regulation Number 38 of 2015 about Government Cooperation with Business Entities in the Provision of Infrastructure. Infrastructure for industrial jail programs can be provided by commercial entities such as state-owned corporations, regionally owned companies, private companies in the form of limited liability companies, foreign legal entities, or cooperatives. Technical, physical, system, hardware, and software facilities might be a part of this infrastructure. A domino effect of flexibility in other mechanisms, such as the system for the procurement of goods and services and financial policies, will result from the execution of legislation linked to government cooperation with business organizations.

The availability of a due diligence process that can guarantee the return on investment made by business entities is another essential element when the procurement of infrastructure is done via the collaboration mechanism stated above. Due diligence must therefore be performed before the industrial prison program can be implemented. In order to increase the sustainability of the initiatives being implemented, the availability of this due diligence would also stimulate participation from pertinent state authorities, such as the ministry of finance.

4.3. Professional and Business Management Units

A more efficient method of managing industrial jail programs is the mechanism for incorporating outside parties (work partners) in their operationalization. It will be possible to find solutions to the constraints that are unique to prisons—both the constraints on managing program activities and the constraints on the availability of infrastructure facilities. One approach to overcoming financial challenges in the provision or development of infrastructure, as well as the issue of scarce human resources, is the establishment of a public-private collaboration (Vijay Raghavan, 2011). In this situation, the government-business relationship described in the subsection above is an example of a public-private partnership.

An element that is thought to be strategically important for the operation of industrial prisons is the participation of third parties (work partners/business entities). This partnership covers all aspects of operating industrial prisons, including managing industrial prison organizations, providing infrastructure, and providing training for the production and distribution processes, in addition to the process of distributing, selling, and marketing industrial products. The management and administration of industrial prisons is included in this context's discussion of third parties' involvement. Of course, this is a different perspective from what Saroso (1964) stated, who placed prisoners who perform managerial duties in the administration of prison firms (industrial prisons). In actuality, performing management tasks is something that is as necessary when third parties are involved.

In terms of business, it is impossible to separate the presence of industrial prisons from the calculation of the profit required to recoup the initial investment. The necessity of competent management must be upheld in light of this business calculation. The expert group in industrial jail management will be able to assess how successfully industrial prisons have conducted their business operations, including how much production has been produced, how profits have been made, proposed market demands, worker needs, and others. This professional group functions in accordance with the policy guidelines established with the Directorate General of Corrections rather than being governed by the prison system when performing their duties and exercising their authority. They exclusively have responsibilities and power related to the administration of industrial prisons. Consequently, it might be referred to as a restricted form of prison privatization.

4.4. Welfare Approach

Public welfare and welfare are closely connected concepts (Jean Hampton, 1984). The parameters for measuring public welfare that is promoted from industrial activities in prisons include the amount of wages received by convicts, the extent to which the results of industrial activities can support the operationalization of prisons, and the extent to which the industrial prison program has an impact on economic activities in society. It was discovered that there are issues with the welfare of inmates engaged in industrial activities based on the findings of both field research and the Delphi technique. This is accomplished by examining the amount of money that offenders make from the labor that they do. Convicts lose their ability to bargain in industrial activities and do not obtain offers about their income (wages), as was described in the introduction to this dissertation. If industrial activity is a byproduct of work, then the salary amount is more often decided by outside parties (work partners) and is not covered by the cooperation agreement. In contrast, the income from independently or self- managed industrial activity is determined by the proportion of production sales.

The meager pay these prisoners receive appears to be a manifestation of one of the industrial prison paradoxes mentioned by Vincenzo Ruggiero and Tony Goodman (1993), known as the "lowering expectation" paradox, which states that although prisoners' wages are supposed to rise, they actually remain far below industry standards. These earnings cannot motivate inmates to work hard or productively, nor can they serve as an incentive for other inmates to engage in industrial endeavors. Additionally, the minimum pay that criminals receive will portray them as workers who do not respect their job and themselves, and this perception will have an impact on them once they have served their sentences and are working in society. They continue to be workers used to receiving minimal pay.

These prisoners' low salaries are also inextricably linked to the lack of skills they possess. Prisoners are both untrained and unmotivated workers because they lack motivation. Due to a crime, their presence in prison is a necessity rather than an option. Therefore, it is essential to continually establish a solid training system that includes increasing the motivation of the convicts. When parties agree to cooperate, it is their obligation to bear the cost of this training. Give them training appropriate to the line of job they choose.

Convicts in the industrial jail program must be paid according to a system that emphasizes their selling value. A approach to strengthen those selling qualities and boost their confidence is through proper training. The appreciation for their involvement in industrial prisons will also increase through raising the sales value (self-worth) of convicts, as shown by sufficient salary standards. Convicts therefore stand a higher chance of leading more respectable lives. This is the viewpoint of welfare criminology, which sees people (convicts) as having the right to preserve their eligibility for life and seeing it as the state's responsibility to uphold these rights using the numerous tools at its disposal.

In a larger sense, this welfare viewpoint encompasses the advantages of industrial jails for society in addition to the pay for prisoners. While it is anticipated that the development of industrial jails will improve organizational independence and have an effect on the national economy, as stated in Permenkumham 53/2016. Results from field studies indicate that there has been virtually little progress in industrial prison operations. Because there is no quality assurance (product quality), industrial prison production has not been able to satisfy community needs.

Apart from the fact that society labels convicts as a disenfranchised group and therefore the items they generate are deemed unsuitable. This situation indicates that the industrial prison program has not sufficiently aided in the operationalization of prisons or in boosting community welfare. Therefore, the operationalization of industrial prisons should be handled professionally by individuals who are knowledgeable about how to manage a business, meet sales targets, generate a profit, understand market share, treat employees well, and can innovate to solve difficulties (Simon, 1959; Rostov, 1960). And this cannot be done by inmates; rather, it must be done by specialists who follow the guidelines established by the Directorate General of Corrections.

5. Conclusion

The fundamental finding of this study is that industrial jail programs should be planned with consideration for all factors, including regulation, business, and welfare objectives. The implementation of the industrial jail program is governed by other regulations, such as state finance restrictions, and cannot be supported by internal penitentiary regulations. Opportunities exist that can be adopted normatively and are thought to be able to simplify the administrative chores of the prison system, such as the supply of infrastructure.

The industrial jail program can only grow as a commercial entity if it is properly managed by a team of committed specialists that work together in a business unit. This professional organization is still a link in the chain of correctional policy even though it is not a component of the jail administration. In terms of achieving welfare goals, this will be possible if the industrial prison program runs smoothly. If this occurs, it will be seen from the adequate acceptance of prisoners participating in this program, the prison organization's financial stability, and the presence of infrastructure that supports the development of social welfare.

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