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Human Potential in Motion: An Empowerment Approach to Productive Growth in Correctional Institutions

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Abstract

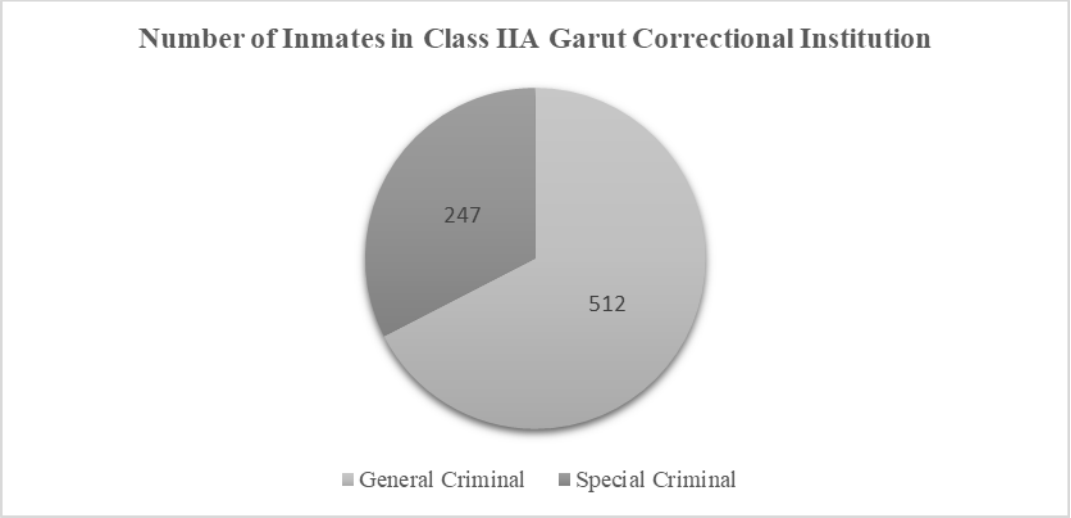
This study explores the empowerment strategies implemented at the Garut Class IIA Correctional Institution to activate inmates human potential, enhance productivity, and strengthen readiness for social reintegration. The research was conducted to address challenges such as low post-release employability, limited access to rehabilitation programs, and persistent social stigma toward former inmates. Using a qualitative case study approach, data were collected through in-depth interviews, observation, and documentation involving nine informants included two correctional officers, external partners (PT. CGI), and five inmates. Secondary data were drawn from official correctional reports, regulations, and previous studies. Data were analyzed using NVivo 12 software through coding, theme grouping, and data visualization to identify key patterns in empowerment strategies and outcomes. The findings indicate that empowerment programs at the Garut correctional facility effectively enhance inmates' discipline, confidence, responsibility, and work skills. The program integrates two dimensions: personality development (religious, moral, and behavioral rehabilitation) and independence development (vocational training in livestock, agriculture, coconut fiber processing, sewing, and screen printing). Implementation of the Risk-Need-Responsivity (RNR) principle ensures that rehabilitation aligns with inmates' risk levels, criminogenic needs, and learning responsiveness. Collaboration with PT Coir Global Indonesia strengthens the economic aspect of rehabilitation through sustainable production and fair incentives. The study concludes that empowerment through structured, participatory, and collaborative approaches effectively transforms inmates into productive and responsible individuals. However, challenges such as limited staff, facilities, and public stigma remain. Strengthening cross-sector collaboration and post-release support is essential to sustain empowerment and successful social reintegration.

1. INTRODUCTION

Productivity is not only the result of work, but also the result of activating human potential. In the context of correctional institutions, inmates are often viewed from a historical perspective as criminals who must be punished. However, behind this narrative, they are still human beings who have the potential to change, learn, and contribute positively to society. Therefore, the ideal correctional system should not only function as a means of social control, but also as a means of human development through planned, measurable, and humane empowerment strategies. Theoretically, the correctional philosophy introduced by Sahardjo in 1964, which states that inmates are not only criminal offenders who must be punished, but individuals who have lost their way and need guidance to become good citizens who are useful to society.[1] Sahardjo believes that a purely repressive approach will not address the root causes of crime. In this context, empowerment within correctional institutions is crucial as a means of activating human potential. Inmates are not entities separate from society, but members of society who are undergoing a process of rehabilitation. The basic principle in the UN Basic Principles for the Treatment of Prisoners states that all prisoners must be treated with respect for their human dignity and are entitled to education, vocational training, health services, and productive activities that support the reintegration process.[2] Likewise, the Risk-Need-Responsivity (RNR) model promotes evidence- based rehabilitation tailored to inmates' individual risks and needs.

One institution that can be used as a concrete example in the application of these principles is the Garut Class IIA Correctional Institution, which is under the West Java Directorate General of Corrections. According to data from the West Java Directorate General of Corrections (West Java Regional Office of the Directorate General of Corrections, April 2025), this correctional institution accommodates more than 700 prisoners, with the majority of cases involving general crimes. This information corresponds to the data presented in Figure 1, which shows that out of a total of 759 inmates, 512 are general criminals and 247 are special criminals. The position of the Garut Class IIA Correctional Institution as a pure correctional institution (without detainees) makes it ideal for the implementation of structured, intensive, and sustainable rehabilitation programs. Data on inmates at the Garut Class IIA Correctional Institution can be seen in the following graph:

Figure 1. Graph of the Number of Inmates in Garut Class IIA Correctional Institution



Source: West Java Regional Office of the Directorate General of Corrections, April 2025

The Garut Correctional Institution organizes two main types of development programs, which are personality development and independence development. Personality development includes religious, national, scouting, and behavioral rehabilitation activities, while independence development includes various skills such

1 Harsono, *Sistem Baru Pembinaan Narapidana* (Jakarta: Djambatan, 1995), 11.
2 United Nations General Assembly, *Basic Principles for the Treatment of Prisoners*, adopted December 14, 1990, Principle 1.

as chicken and sheep farming, catfish farming, agriculture, sewing, screen printing, laundry, haircutting, and coffee processing. The involvement of inmates in the independence program can be seen in the following table:

Table 1. Inmates Participating in Development Programs

No	Type of Development	Activity	Number of Inmates
1.	Personality	Santri	147
2.		Scout	25
3.		Church	7
	Total		**179**
1.	Independence	Chicken farm	5
2.		Sheep farm	17
3.		Catfish farming	4
4.		Coir Shade	32
5.		Screen printing	1
6.		Laundry	4
7.		Barbershop	2
8.		Coffee roastery	5
9.		Sewing	8
10.		Agriculture	4
	Total		**82**

Source: Work Activities Section, Garut Class IIA Correctional Institution, April 2025

The diversity of these programs opens up many opportunities for inmates to choose activities that suit their interests and potential. A case study at the Garut Class IIA Correctional Institution shows that an empowerment approach based on active inmate participation, mapping of individual risks and interests, and collaborative support from various parties can create a productive and humane development ecosystem. The empowerment program at this Correctional Institution not only has an impact on improving the technical skills of inmates, but also strengthens psychological aspects such as self-confidence, responsibility, and motivation to live a better life after release.

The productivity of inmates is mandated by Law Number 22 of 2022 concerning Corrections,[3] which aims to make the sentencing process a learning experience that includes physical, spiritual, independence, and personality development so that inmates have the life skills necessary to live a better life. The implementation of development through education and training is regulated in Regulation of the Minister of Law and Human Rights Number 35 of 2018 concerning the Revitalization of Correctional Management.[4] Although there is a policy framework that regulates the implementation of inmate development, its implementation still faces several problems and obstacles, including limited budgets and supporting infrastructure. This has resulted in not all inmates being able to access the rehabilitation programs provided by Correctional Institutions. In addition, there is still a negative stigma from the community that looks down on ex-convicts even though they have undergone the entire rehabilitation and reintegration process. Another challenge is overcrowding, which can hinder the implementation of correctional policies. The rehabilitation program can be inhibited by overcrowding, which also increases the possibility of rule violations. At the Garut Correctional Institution, during 2024, there were 187 inmates who committed violations, which had an impact on the interest and enthusiasm of inmates in participating in rehabilitation programs. Of course, this is one of the factors that hinders optimal empowerment at the Garut Correctional Institution.

3 Republik Indonesia, *Undang-Undang Nomor 22 Tahun 2022 tentang Pemasyarakatan* (2022).

4 Pemerintah Republik Indonesia, *Peraturan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor 35 Tahun 2018 tentang Revitalisasi Penyelenggaraan Pemasyarakatan* (2018).

The empowerment model implemented at the Garut Correctional Institution also reflects the shift in the global approach to correctional institutions from a "punishment" model to one of "rehabilitation and reintegration." Since the failure of the total repressive model, marked by Martinson's criticism in the 1970s that "nothing works" in rehabilitation, various countries, including Indonesia, have begun to adopt evidence-based practices such as the Risk-Need-Responsivity (RNR) model. This model emphasizes that interventions must be tailored to the level of recidivism risk, criminogenic needs, and learning characteristics of each inmate.[5] The importance of responsive rehabilitation is also supported by research in Canada and Australia, which shows that cognitive-behavioral interventions tailored to needs and of sufficient duration (at least 200-300 hours for high risk) can significantly reduce recidivism rates.[6] This finding reinforces the scientific justification for the rehabilitation model implemented at the Garut Correctional Institution.

The Garut Correctional Institution, on a national scale, is an important example of how contextual and adaptive empowerment strategies can be implemented with tangible results. However, challenges remain social stigma against former inmates often becomes a barrier to reintegration. Society, the world of work, and even educational institutions are still hesitant to accept them back. In fact, failed reintegration not only harms individuals but also increases the risk of recidivism.[7] Therefore, the activation of human potential behind bars must not stop within correctional institutions. There must be continuity of programs that reach beyond the institution, including the preparation of social, economic, and psychological support networks. Fostering the productivity of inmates is a collective effort between the state, society, and the individuals themselves, rooted in the hope that everyone is capable of developing, empowering themselves, and contributing again. Inmates who have completed their sentences actually have various potentials to become new individuals equipped with skills, but to achieve this success, social support is needed, including from family, friends, and the wider community, so that the individual reintegration process can run optimally.[8]

Based on a review of previous studies, this research provides a new contribution to the study of inmate empowerment. The study by Yuli Marthalena, Abd. Syukur, and Tontowi Jauhari highlights skills-based empowerment and strengthening religious awareness at the Kotabumi Class II A Correctional Institution.[9] Unlike that study, this research combines personality development and independence designed in accordance with the socio-cultural conditions of Garut, resulting in a more comprehensive empowerment model. Research by Andi Daniah Pahrany, Ramdhan Fazrianto Suwarman, and Kridha Pusawidjayanti shows that entrepreneurship training is effective in equipping prisoners with economic independence skills.[10] This research complements these findings by involving strategic cooperation with PT Coir Global Indonesia to build a more sustainable empowerment ecosystem that is relevant to the local market.

In the international context, research by Alexander J. Hilert and Natoya Haskins emphasizes the importance of mindfulness strategies to increase the engagement and empowerment of inmates.[11] Additionally, research conducted by Maria Andreoli, Francesca Frieri, Giorgia Giordani, and Francesca Giarè on social farming in European prisons confirms that productive activities can build inmates' self-confidence and social

5 James Bonta and D. A. Andrews, *Risk-Need-Responsivity Model for Offender Assessment and Rehabilitation* (Ottawa: Public Safety Canada, 2007).

6 Guy Bourgon and Barbara Armstrong, "Transferring the Principles of Effective Treatment into a 'Real World' Prison Setting," *Criminal Justice and Behavior* 32, no. 3 (2005): 3–25, https://doi.org/10.1177/0093854804270618.

7 Ibid.

8 Katrina Angela C. Matias et al., "The Role of Social Support Networks in Shaping Post-Prison Life," *International Journal of Social Science Research and Review* 8, no. 1 (2025): 61–90, https://doi.org/10.47814/ijssrr.v8i1.2483.

9 Yuli Marthalena, Abd. Syukur, and Tontowi Jauhari, "Pemberdayaan Lembaga Pemasyarakatan Kelas II A Kotabumi terhadap Warga Binaan Pemasyarakatan," *Attractive: Innovative Education Journal* 5, no. 2 (2023): 295–315.

10 Andi Daniah Pahrany, Ramdhan Fazrianto Suwarman, and Kridha Pusawidjayanti, "Pemberdayaan Warga Binaan melalui Pelatihan Keterampilan Kewirausahaan di Lapas Perempuan Kelas IIA Malang," *Jurnal Pengabdian dan Pemberdayaan Masyarakat* 6, no. 4 (2024): 684–689, https://doi.org/10.24036/abdi.v6i4.919.

11 Alexander J. Hilert and Natoya Haskins, "Teaching Mindfulness in Prison Settings: A Grounded Theory of Strategies to Promote Engagement and Empowerment," *Journal of Offender Rehabilitation* 61, no. 1 (2022): 1–19, https://doi.org/10.1080/10509674.2021.2017384.

connections.[12] This research applies a similar concept by utilizing the potential of agriculture and livestock farming typical of Garut, making it relevant for the development of empowerment models in Indonesia.

Based on the background description above, the research question is how to activate the potential of inmates to increase productivity and readiness for social reintegration, the factors supporting the success of the program, the obstacles faced, and the impact of empowerment. In line with this, the objectives of this study are to describe the implementation of the empowerment program at Garut Correctional Institution and analyze the strategies used to activate the potential of inmates. This study also aims to identify supporting factors, reveal the main obstacles in the implementation of the program, and evaluate the impact of empowerment on changes in the attitudes and readiness of inmates to live independently and productively after their release.

This study is divided into several chapters to provide a systematic and comprehensive discussion. The first chapter discusses the empowerment program at the Garut Class IIA Correctional Institution, which explains the implementation of the independence program and personality program at the Garut Class IIA Correctional Institution. The second chapter discusses empowerment strategies for inmates, including the activation of potential as a form of empowerment, strategies for activating potential, and strategies for correctional institutions to increase productivity. The third chapter discusses the impact, results, and challenges of the inmate empowerment program.

In contrast, the real condition in Indonesia shows a gap between theory and practice. Although correctional policies such as Law Number 22 of 2022 and the Minister of Law and Human Rights Regulation Number 35 of 2018, mandate productive and rehabilitative programs, many institutions still face overcrowding, limited facilities, low inmate participation, and social stigma. Consequently, empowerment programs often become routine administrative obligations rather than transformative interventions. This research gap highlights the need to analyze how correctional empowerment can genuinely activate human potential and improve productivity within such constraints. This study addresses that gap through a case study of the Garut Class IIA Correctional Institution, which integrates personality and independence development using the RNR principle and local partnerships. Unlike previous studies that separately examine skills training or religious guidance, this research provides a comprehensive empowerment model that connects psychological, vocational, and socio-cultural dimensions. The findings contribute new insights into how context-based empowerment strategies can transform correctional institutions into spaces of human growth and social reintegration.

2. METHOD

This study uses a qualitative approach with a case study design to explore strategies for empowering prisoners at the Garut Class IIA Correctional Institution. The qualitative approach was chosen to obtain a deep understanding of the meaning, experience, and perspective of research participants regarding the empowerment process, while the case study design enabled an in-depth analysis of the phenomenon in its real-life context[13]. The research process was carried out through several sequential stages. In the preparation stage, the researcher conducted a preliminary study through literature review and field observations to identify the main problems, determine the objectives, and formulate the research questions. The data sources for this study include primary and secondary data[14]. Primary data was obtained through in-depth interviews, participatory observation, and documentation. Primary informants included the Head of the Work Activities Section, two correctional officers, correctional institution partners (PT Coir Global Indonesia), and five inmates who actively participated in personality and independence development programs. Informants were selected using purposive sampling, based on their active involvement in the empowerment program, length of sentence, and willingness to share their experiences, to ensure that their perspectives were relevant to the research focus. Secondary data was collected from relevant journals, official reports from the Directorate General of Corrections, laws and

12 Maria Andreoli, Francesca Frieri, and Giorgia Giordani, "Prison Farms Around Europe: The Contribution of Social Farming in the Path Towards the Empowerment of Inmates," *Rivista di Economia Agraria* 79, no. 2 (December 2024): 75–91, https://doi.org/10.36253/rea-15329.

13 Lexy J. Moleong, *Metodologi Penelitian Kualitatif* (Bandung: Remaja Rosdakarya, 2014), 6–10, 26–27.

14 Undari Sulung and Mohamad Muspawi, "Memahami Sumber Data Penelitian: Primer, Sekunder, Tersier," *Jurnal Edu Research: Indonesian Institute for Corporate Learning and Studies (IICLS)* 5, no. 3 (2024): 110–116.

regulations, and internal correctional institution archives. Informants were selected using purposive sampling, based on their level of participation, sentence duration, and willingness to share their experiences, ensuring that the information obtained was rich and relevant to the research focus. The data analysis process used NVivo 12 software through the stages of coding, theme grouping, and visualization to identify relationships between categories and dominant patterns. Data analysis followed Sugiyono's qualitative stages, including data collection, data reduction, data presentation, and conclusion drawing[15]. Data analysis followed Sugiyono's qualitative stages, including data collection, data reduction, data presentation, and conclusion drawing. To ensure data credibility, triangulation of sources and methods was applied by comparing interview results, field observations, and documentation. The final stage involved interpreting the findings in light of empowerment theory and the Risk-Need-Responsivity (RNR) model to draw conclusions about the strategies, impacts, and obstacles of inmate empowerment. Through these systematic steps, the research provides a comprehensive and valid description of how empowerment strategies are planned, implemented, and evaluated to activate inmates' productive potential within the correctional system.

3. FINDINGS AND DISCUSSION

The results of this study reveal that the empowerment strategy implemented at the Garut Class IIA Correctional Institution has significantly improved inmates' discipline, confidence, sense of responsibility, and vocational skills. The main finding shows that the empowerment program, which integrates personality development and independence development, effectively activates the human potential of inmates and enhances their productivity during rehabilitation. Personality development programs such as religious activities, moral guidance, and counseling successfully shape inmates' awareness of self-control, empathy, and legal responsibility. Meanwhile, independence development programs such as vocational training in livestock farming, agriculture, sewing, screen printing, and coconut fiber processing equip inmates with practical skills that are applicable to post-release employment.

Supporting data from interviews and observations show that the implementation of the Risk-Need-Responsivity (RNR) principle ensures that rehabilitation is tailored to inmates' individual risk levels, criminogenic needs, and learning styles. The classification of housing blocks, ranging from low to high risk, facilitates program placement based on behavioral assessment results. Collaboration with PT Coir Global Indonesia provides economic value through productive training in coir rope and handicraft production, generating collective weekly bonuses reaching up to IDR 10–12 million. These data demonstrate that empowerment not only enhances productivity but also motivates inmates through tangible economic incentives and recognition of achievement.

From an interpretive perspective, the empowerment approach adopted at the Garut Class IIA Correctional Institution aligns with empowerment theory (Rappaport, 1987) and the RNR model (Bonta & Andrews, 2007), both of which emphasize autonomy, participation, and contextualized rehabilitation. The findings are consistent with the results of studies by Marthalena et al. (2023) and Pahrany et al. (2024), which highlight the effectiveness of skills-based and entrepreneurship-oriented rehabilitation in improving inmates' self- reliance. However, this study expands previous findings by integrating psychological, social, and vocational empowerment in one comprehensive model that reflects the local context of Garut. In contrast to studies focusing solely on spiritual or technical training, the Garut model demonstrates that empowerment can be both humanistic and economically sustainable through collaboration with private sectors.

Despite its success, this study also identifies several limitations. Structural barriers such as limited staff, inadequate facilities, and overcrowding restrict the accessibility and effectiveness of empowerment programs. Psychological factors—such as low self-confidence and lack of motivation—also hinder full participation among certain inmates. Furthermore, negative social stigma toward former inmates remains a major obstacle to post-release reintegration. These limitations indicate that empowerment must be supported not only by correctional institutions but also by external stakeholders through integrated social and economic support systems. In summary, the findings show that empowerment at the Garut Class IIA Correctional Institution contributes to real behavioral transformation and skill development among inmates. The combination of

15 Sugiyono, *Metodologi Penelitian Kuantitatif, Kualitatif, dan R&D* (Bandung: Alfabeta, 2014), 345–377.

personality and independence development, guided by the RNR principle and supported by multi-sectoral collaboration, proves to be an effective model for sustainable rehabilitation. This discussion leads logically to the conclusion that activating inmates' human potential through structured empowerment can transform correctional facilities into centers of human growth and productive reintegration rather than mere punishment institutions.

3.1. Empowerment Program at Garut Class IIA Correctional Institution

The Garut Class IIA Correctional Institution has implemented a number of empowerment programs designed to develop the skills and productive mentality of inmates. These programs are classified into two main categories, namely personality development and independence development. Details of the development programs can be seen in the following table:

Table 2. Development Programs at Garut Class IIA Correctional Institution

No	Type of Program	Activities
1	Personality Development	- Religious Awareness Training - National and State Awareness Training - Rehabilitation Training - Scouting Training
2	Independence Development	- Chicken Farming - Sheep Farming - Catfish Farming - Coconut Husk Shade - Screen Printing - Laundry - Barber Shop - Coffee Roasting - Sewing - Agriculture

Source: Work Activities Section, Garut Class IIA Correctional Institution, April 2025

The Section Head for Work Activities described a broad portfolio of self-reliance programs, sewing, coffee production, a small toast/bakery unit, laundry, barbering, and livestock/agriculture (including sheep and poultry), intended to cultivate practical skills and a productive mindset among residents. A resident in the broiler unit noted that the flock had grown to about fourteen thousand birds and had completed three production cycles, signaling continuity and scale-up of operations.

Diversification of activities is a concrete effort to align programs with the interests and needs of inmates. The Garut Correctional Institution has also established various forms of strategic cooperation with external stakeholders to support the sustainability and effectiveness of development programs. These partners include the Manpower Office, private companies, local entrepreneurs, and social institutions. This cooperation takes the form of providing training, technical assistance, and even opening marketing channels for the inmates' products. This shows that empowerment is not carried out separately, but as part of integration with the socio-economic ecosystem outside the correctional institution. One of the flagship programs at the Garut Class IIA Correctional Institution is coconut fiber production, which currently collaborates with PT Coir Global Indonesia (CGI). PT CGI itself has collaborated with the Directorate General of Corrections through several coconut fiber processing development models. These models can be described as follows:

Table 3. Types of Cooperation Models between Coconut Fiber Producers and the Directorate General of Corrections

Model A (Coconut Fiber Production)	Model B (Coconut Fiber Rope)	Model C (Product Finishing)
Pohuwatu Class IIB Correctional Institution	Cirebon Class I Correctional Institution	Garut Class IIA Correctional Institution
Lampung Class I Correctional Institution	Cirebon Class IIA Narcotic Correctional Institution	Lampung Class I Correctional Institution
		Ciamis Class II Correctional Institution
		Cirebon Class I Correctional Institution
		Subang Class II Correctional Institution
		Cirebon Class IIA Narcotic Correctional Institution

Source: Interview with PT CIG, April 2025

The Coconut Fiber Program at the Garut Class IIA Correctional Institution is an innovative form of independence training in collaboration with PT Coir Global Indonesia (CGI). This program equips inmates with knitting skills through training, provision of raw materials, and payment. Participants are selected based on behavior, length of sentence, and interest and ability, and this is decided through a Community Monitoring Team (TPP) meeting. Activities are carried out daily in groups with a production target system, and the results of the work are evaluated to receive weekly bonuses. This system not only encourages productivity and cooperation but also shapes the character of the inmates. The bonuses received can reach 10 to 12 million rupiah per week collectively. In addition to being an economic incentive, this system serves as an important tool in building mental resilience, professionalism, and independence among inmates as preparation for social reintegration.

The involvement of inmates in productive activities is quite high, although not entirely same. Many of them participate in activities not only to fill their time, but also because they see real opportunities for personal change and a better future. Some inmates even show tremendous enthusiasm for certain training programs, such as sewing and farming skills, which are considered to offer great opportunities after their release. This active participation is an important foundation in creating a progressive correctional culture within the Correctional Institution.

The independence development program at the Garut Class IIA Correctional Institution aims to prepare inmates to face the world of work after their release. The program focuses on skills that are relevant to local economic needs, with inmate participation as an indicator of success. This participation is influenced by individual factors such as age, education, and length of sentence, making individual and group approaches, such as reward systems and mentoring, important. The success of this program also depends on the quality of human resources and available facilities. Despite the limited number of officers, the Garut Correctional Institution has a proper empowerment facility.

The Correctional Institution shows its commitment to rehabilitation through a participatory approach that encourages responsibility, motivation, and the development of inmates' potential. This program not only instills values of independence and skills, but also supports positive change towards social reintegration. Inmates must go through several stages of selection to participate in the independence program. The stages that inmates must go through at the Garut Class IIA Correctional Institution to participate in the independence program are as follows:

Figure 2. Steps to Participate in the Independence Program



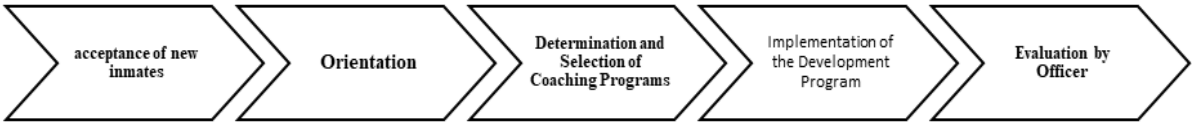
Source: Interview with the Head of the Work Activities Section of the Garut Class IIA Correctional Institution, April 2025

The stages for inmates participating in the independence program at the Garut Class IIA Correctional Institution begin with an initial assessment to determine risk and housing block placement. Inmates who are interested in employment can apply to the officers, or can be recommended by officers who see their potential. However, the final decision remains with the inmates. After submission, correctional officers conduct an assessment based on the inmate's interests, length of sentence, and readiness, then determine the level of risk that will be the basis for selecting the type of rehabilitation. High-risk inmates are directed to activities within the Correctional Institution, while low-risk inmates can participate in outside programs, such as open camps. The program mapping process is carried out comprehensively through individual assessments that cover background, psychological conditions, and potential for behavioral change. Correctional officers play an important role as mentors and evaluators, so that development programs are more focused and increase the chances of reintegration while reducing the risk of recidivism.

Personality development at the Garut Class IIA Correctional Institution aims to shape the character of inmates so that they are aware of the law, have moral responsibility, and have a positive outlook on life. This program is implemented through religious activities (Islam and Christianity), pesantren, scouting, and ceremonies, with a high level of participation from inmates because it is considered easier to follow than independence training. In accordance with Law Number 22 of 2022 concerning Corrections particularly Article 9 which states that inmates are entitled to receive guidance to develop themselves, and Government Regulation Number 31 of 1999 concerning the Implementation of Corrections, Article 6 paragraph (3) which stipulates that participation in development programs is one of the requirements for obtaining integration rights, inmates are required to take part in development programs as a condition for achieving integration rights, but they are not required to participate in both types of development simultaneously. Generally, inmates choose one option, except for mandatory congregational worship, which all inmates must attend. Personality development is an important foundation for the mental preparedness of inmates in facing life after release. This program has shown positive results, such as increased self-awareness, reduced conflicts among inmates, and a growing enthusiasm to improve their future. This is supported by a statement from one of the HDC informants who stated that, in his opinion, there were changes such as reduced guilt, having activities, the desire to be the best, and being able to worship while in correctional institutions, as well as being able to work creatively. In addition, informant B also stated that the development activities were very helpful in preparing for life after release. Especially for the elderly, there were activities such as knitting and sewing in the garment factory, skills that could be used after release. In addition, from the santri program, informants learned a lot about religion, for example, how to bathe the dead, which is not a common skill, but requires awareness and empathy.

The active involvement of inmates in these activities is an indicator of the program's success, which not only helps them change but also broadens their horizons and builds healthy social interactions. The implementation of personality development at the Garut Class IIA Correctional Institution can be illustrated in the development flowchart below:

Figure 3. Steps in Participating in the Personality Development Program



Source: Results of interviews with correctional officers at the Garut Class IIA Correctional Institution, April 2025

The stages of personality development for inmates at the Garut Class IIA Correctional Institution begin with the admission of new inmates, which includes registration, administrative checks, and initial classification to determine development needs. Next, inmates undergo orientation in the Guntur Block for 14-30 days to familiarize themselves with correctional institution regulations and the types of development available, namely personality and independence. After that, inmates choose the appropriate development program, with most choosing personality development because it is considered lighter.

The implementation of the character development program includes religious activities such as congregational prayers, daily pesantren, weekly worship, ceremonies, scouting, legal counseling, and spiritual guidance, which aim to foster a disciplined, religious, and law-abiding character. Finally, periodic evaluations are conducted by officers using the SPPN instrument to assess changes in the attitudes and eligibility of inmates to obtain integration rights, ensuring that the development has a real positive impact.

3.2. Inmate Empowerment Strategies

3.2.1. Activating Potential as Empowerment

In the modern correctional system, the concept of activating human potential has become the philosophical and operational foundation of various inmate rehabilitation programs. Activating potential is understood as the process of recognizing, developing, and utilizing individual abilities that were previously neglected or suppressed due to social, economic, or psychological factors. In this context, inmates are no longer viewed solely as lawbreakers, but as individuals who are undergoing a phase of self-development. This approach is in line with the philosophy of the Indonesian correctional system initiated by Sahardjo in 1964, which states that inmates are individuals who have lost their way and need guidance and rehabilitation in order to reintegrate into society. This principle is also reinforced by international standards such as the United Nations Basic Principles for the Treatment of Inmates, which affirm that inmates retain the right to be treated with dignity and to access education, training, and rehabilitation.[16]

The administrative and security lead emphasized that effective empowerment depends on balanced supervision: overly intrusive monitoring may create psychological pressure, while insufficient oversight risks negligence; program design therefore seeks a balance that cultivates character and trust. A resident recounted that joining the religious (santri) track upon entry fostered achievement and noticeable personal change, suggesting that structured moral and educational activities can catalyze positive identity shifts. At the Garut Class IIA Correctional Institution, potential activation is carried out through activities that combine technical and spiritual aspects, such as livestock training, sewing skills, screen printing, as well as religious and national programs. These programs are not only aimed at creating job skills, but also at shaping self-awareness and a new identity for the inmates. In the Correctional Programs, it is emphasized that successful social rehabilitation begins with the belief that every individual has the ability to change. Therefore, potential activation is the starting point for the transformation of inmates into productive and responsible individuals.

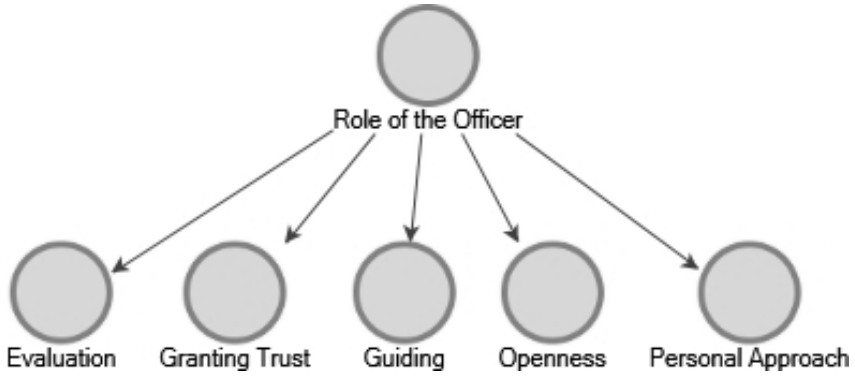
3.2.2. Potential Activation Strategy

The main strategy in activating the potential of inmates at the Garut Class IIA Correctional Institution is through interrelated personal, social, and structural approaches. The Section Head for Work Activities explained that newcomers are screened from the outset to identify prior skills and interests, informing program placement; case management is coordinated in TPP meetings where relevant social-work and supervisory

16 United Nations General Assembly, *Basic Principles for the Treatment of Prisoners*.

roles are represented to ensure multidimensional assessment and follow-up. From a personal approach, correctional officers assess the interests and talents of inmates before placing them in specific programs. This approach refers to the Risk-Need-Responsivity (RNR) principle, which states that the effectiveness of a rehabilitation program depends on its alignment with the risk level, criminogenic needs, and responsiveness of each individual. The application of the risk principle at the Garut Class IIA Correctional Institution is carried out through the assessment of inmates' behavior and sentence duration to determine their eligibility for certain programs. The need principle is reflected in the mapping of inmates' specific needs, such as vocational training, religious guidance, or psychological counseling, to address factors contributing to their offenses. Meanwhile, the responsivity principle is implemented by adjusting the delivery method of the programs using personalized mentoring and interactive learning to match the inmates' abilities, motivation levels, and learning styles. Through this concrete application, correctional officers are able to maximize the rehabilitation outcomes and enhance inmates' readiness for reintegration. By recognizing the preferences and strengths of each individual, the program becomes more focused and impactful. The personal approach can be seen in the role of officers in the process of empowering inmates, as visualized through the results of NVivo 12 Pro data analysis as follows:

Figure 4. Project Map Role of Officers in Inmate Empowerment



Source: Results of data processing using NVivo 12 Pro, May 2025

Officers at the Garut Class IIA Correctional Institution use a personal and humanistic approach in assisting inmates by building close and empathetic relationships. This approach aligns with the Risk-Need-Responsivity (RNR) principle, where officers identify and respond to the individual risks and needs of each inmate to support effective rehabilitation. They not only act as supervisors, but also as mentors, parents, and friends, helping inmates address their psychological and behavioral challenges through consistent moral support, motivation, and guidance. In line with the *responsivity principle*, officers adapt their mentoring style to the inmate's level of understanding and emotional condition, while the *risk principle* is reflected in their continuous monitoring of behavior and discipline in a fair and proportionate manner. This integrated application of the RNR framework helps create an orderly and supportive correctional environment that enhances the overall rehabilitation process.

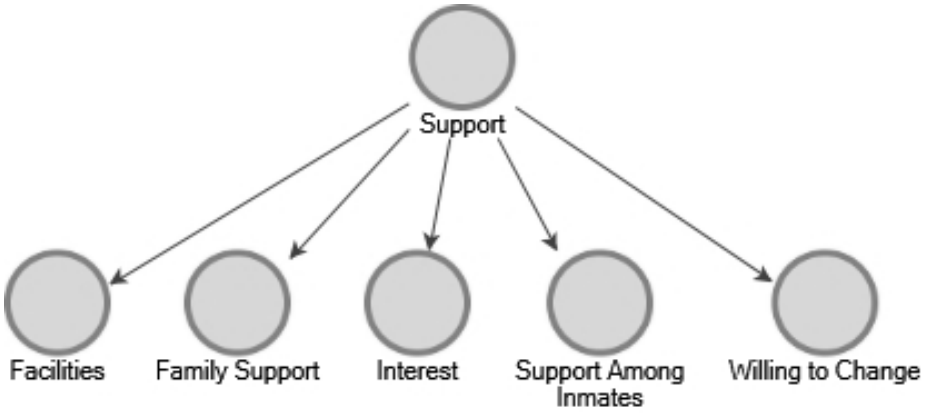
In addition, officers actively guide inmates in training and skills development activities, especially in independence and personality programs. They instill values of discipline, hard work, and responsibility, and constantly motivate inmates that their time in a correctional institution is an opportunity to improve themselves and build a better future. Periodic evaluations are conducted in accordance with the principle of Responsiveness to ensure that each rehabilitation activity is appropriate to the level of risk of the inmate, their individual needs, and their learning responsiveness. At the Garut Class IIA Correctional Institution, this evaluation is conducted qualitatively through monthly development reports using the SPPN ("Inmate Development Assessment System") instrument, which includes assessments of attitude and behavior, personality development, independence development, and mental condition. Officers assess inmates using direct assessment methods and observation. This process allows officers to monitor participation, behavioral

changes, and skill development while identifying less visible obstacles such as family problems, low self-confidence, or motivation issues.

The active involvement of staff in various mentoring activities makes them role models for inmates. By showing commitment, perseverance, and a positive attitude, they build trust and inspire inmates to take the rehabilitation program more seriously. The presence of supportive and non-repressive staff creates a conducive atmosphere, encouraging inmates to feel valued and cared for. This has a positive impact on inmates' motivation to change, as well as strengthening the process of social reintegration after release.

Furthermore, a social approach is taken by building an atmosphere of trust and motivation among inmates. Correctional officers not only act as supervisors, but also as mentors and facilitators who accompany the process of mental and behavioral change in inmates. As shown in the Correctional Programs and Care report, the success of rehabilitation programs is greatly influenced by the quality of the relationship between officers and inmates. At the Garut Correctional Institution, development is carried out by strengthening mutual trust, opening communication, and giving recognition to the positive changes achieved by inmates. This social approach can be seen from the role of officers in the process of empowering inmates, which is visualized through the results of NVivo 12 Pro data processing as follows:

Figure 5. Project Map Support for Empowerment Programs



Source: Results of data processing using NVivo 12 Pro, May 2025

Family support is crucial to the emotional stability and successful rehabilitation of inmates at the Garut Class IIA Correctional Institution. Harmonious relationships encourage motivation and enthusiasm for change, while conflict or lack of family support can hinder participation and create psychological pressure. Therefore, family reconciliation is an important part of the rehabilitation process. In addition, support among inmates is also very influential. A positive social environment, characterized by solidarity and healthy interactions, creates a conducive rehabilitation atmosphere, increasing motivation to learn, skills, and a sense of responsibility. Effective communication between officers, inmates, and partners is key to the smooth implementation of the program. The success of rehabilitation is also greatly influenced by the internal motivation of inmates. A strong desire to change makes them more open to learning and active in positive activities. In addition, the placement of inmates based on their interests is an effective strategy to increase participation and program sustainability.

From a structural perspective, the Garut Class IIA Correctional Institution demonstrates tangible support through internal policies that encourage productive development. This is reflected in the institutional structure and program management, which provides a schedule of routine activities, training facilities, and mechanisms for evaluating the progress of inmates. The placement of development programs as a top priority in the institution's agenda reflects a paradigm shift in correctional services from incarceration to empowerment. In addition, the involvement of correctional institution leaders in establishing external cooperation also strengthens structural support for this program.

3.2.3. Correctional Institution Strategies for Increasing Productivity

To provide effective guidance, the Garut Class IIA Correctional Institution implements various strategies. The Garut Class IIA Correctional Institution categorizes inmates' residential blocks based on the level of risk that affects their participation in programs. This classification is based on community research assessments by correctional officers and daily observations by officers, which form the basis for the placement and involvement of inmates in programs. The classification of residential blocks aims to facilitate the grouping of inmates who have the desire and interest to change, separating them from those who are still resistant. This grouping facilitates the provision of rehabilitation and acts as a control to reduce the negative influence of other inmates who may hinder positive change. The influence of the environment is very important in changing the attitudes of inmates, as their intentions and attitudes are key factors in determining the success of empowerment. The Garut Class IIA Correctional Institution classifies blocks into five categories:

3.2.3.1. Papandayan Block

This is a low-risk block (medium security), which accommodated 343 inmates by April 24, 2025. Inmates in this block generally participate actively in personality development and independence activities, which contribute significantly to rehabilitation and empowerment.

3.2.3.2. Cikuray Blocks

This block is also a low-risk block (medium security), designed to accommodate 291 inmates as of April 24, 2025. This block is intended for inmates undergoing further rehabilitation, who are projected to participate in various programs. Staff provide motivation and emphasize the importance of rehabilitation for their lives during and after serving their sentences. Inmates here typically participate in personality development and are then empowered through independence development.

3.2.3.3. Haruman Blocks

This block accommodates elderly inmates, with 39 people aged 60 and above as of April 24, 2025. They are separated from productive inmates to ensure a lifestyle appropriate for their age during their detention. As a vulnerable group protected by law, these inmates are generally passive and cannot be empowered due to their age.

3.2.3.4. Sagara Blocks

This block accommodates inmates who have violated facility regulations, with 8 inmates registered in Register F as of April 24, 2025. This block is categorized as a high-risk block (super maximum security), and inmates here are serving their sentences and cannot be empowered due to their rule violations.

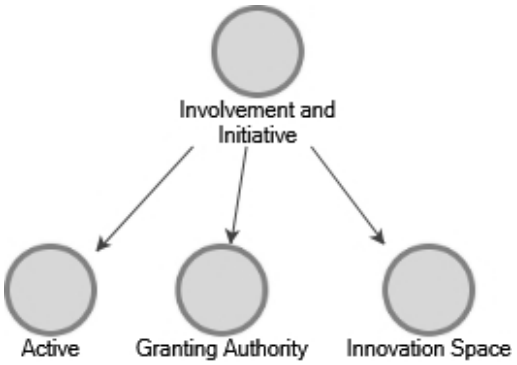
3.2.3.5. Guntur Blocks

This block accommodates new inmates, with 14 people transferred from other facilities or detention centers as of April 24, 2025. This block is categorized as a very high-risk (maximum security) block.

Residents reported a typical workday starting around 08:00 and finishing approximately 16:30, providing a stable routine for practice and output. Work programs maintain daily production reports to track outputs and accountability; for example, the sewing unit records results each day. Regarding progression, the Papandayan Block functions as minimum security for residents who have passed assessments, preparing them for "super-minimum" conditions in an Open Camp setting. Each inmate undergoes an initial assessment process that considers their interests, talents, and criminal risks, in accordance with the Risk-Need-Responsivity (RNR) principle, which has been proven effective in guiding rehabilitation programs. The assessment results are used to place them in appropriate programs, such as agriculture, farming, sewing, barber shop, screen printing, and coffee. These programs are implemented consistently and structurally, as evidenced by field observations and interview data at the Garut Class IIA Correctional Institution, which show that training sessions are conducted according to a fixed weekly schedule and supervised by designated correctional officers. Each program follows

a tiered training system from basic to advanced levels that allows inmates to gradually improve their skills in areas such as agriculture, sewing, and screen printing. This structured implementation ensures the continuity of the program and measurable progress in the development of inmates' skills. This strategy is in line with empowerment theory, which states that active participation, control over choices, and recognition of results are important components of human development. By providing space for inmates to develop, this strategy also supports a human development approach. At the Garut Class IIA Correctional Institution, inmates are given the opportunity to actively participate and create space to develop ideas and initiatives. Inmate participation is a key indicator of program success. Inmate involvement and initiatives are presented in the results of Nvivo 12 Pro data processing as follows:

Figure 6. Project Map Inmate Involvement and Initiative



Source: Results of data processing using NVivo 12 Pro, May 2025

At the Garut Class IIA Correctional Institution, inmates showed great enthusiasm in participating in the rehabilitation program as a sign of their seriousness in improving themselves and building a better future. This is in line with the results of observations made during the independence training program on April 14, 2025, which showed that inmates were highly enthusiastic in participating in the training and completing tasks in accordance with the set targets. They are actively involved in various activities, not only to fill their time while serving their sentences but also as a proactive step in building self-confidence, improving skills, and expanding positive social networks. This environment fosters a culture of mutual support among inmates, strengthening the spirit of learning and growing together. In addition to active participation, inmates are also given limited authority to lead or manage certain activities within the Correctional Institution. This responsibility builds self-confidence, a sense of ownership of the rehabilitation process, and develops leadership and decision-making skills. This role transforms their position from mere objects of rehabilitation to active subjects who help shape positive dynamics in the correctional institution.

Correctional institutions also provide space for inmates to innovate, especially in activities oriented towards independence such as handicrafts, agriculture, and culinary activities. Through these activities, they can channel their creativity while discovering and developing their hidden talents. For example, in the agriculture program, they not only learn cultivation techniques but also instill the values of hard work, responsibility, and perseverance in their work. Similarly, in the fields of handicrafts and culinary activities, inmates are encouraged to produce marketable and economically valuable products, which can serve as skills for life after release. With this approach, the empowerment program at the Garut Class IIA Correctional Institution not only develops technical skills but also builds the character and readiness of inmates to live independently and productively in society.

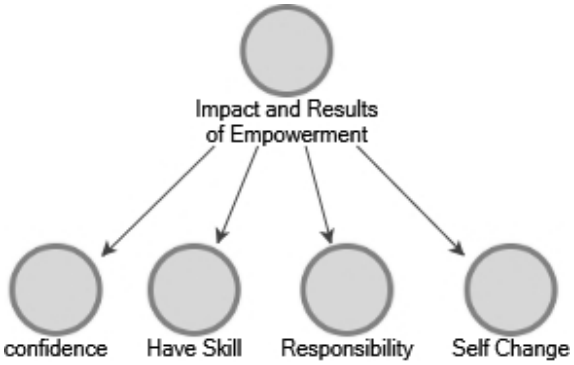
The success of the empowerment program at the Garut Correctional Institution is closely linked to strong collaboration with external parties, such as the Manpower Office, local businesses, and social institutions. In particular, the Coir Shade program with PT CGI equips inmates with technical skills and business experience, bridging the gap between life in the correctional institution and the outside world. This collaboration increases the relevance of training and supports sustainable reintegration, as evidenced by former inmates who have successfully started small businesses after their release. To build a humane and productive correctional system, a paradigm shift is needed that views inmates as subjects of development, not merely prisoners. Rehabilitation

must be the main focus, emphasizing capacity building, cross-sector partnerships, and results-based evaluation. Government support is crucial through targeted budgeting and recognized certification, while the private sector and civil society must assist reintegration through job placement, mentoring, and advocacy. Correctional institutions must reposition themselves as training centers, as exemplified by the Garut Class IIA Correctional Institution, where holistic rehabilitation reduces recidivism and promotes long-term social reintegration. True productivity lies not only in the production of goods but also in the restoration of human potential.

3.3. Impact, Outcomes, and Challenges of Inmate Empowerment Programs

Empowerment strategies have a significant positive impact on prisoners, as evidenced by various personal changes. This is in line with the statement of one informant who said that when he first entered, he participated in the santri program and successfully changed. According to him, there have been many positive changes in him since then. After completing the santri program, he continued with two rehabilitation programs, in 2023 and 2024. While still undergoing rehabilitation in 2024, he then joined a job coaching program, and now he works in the sewing. These programs offer a second chance and tools to build a better life, especially given the challenges and legal problems they have faced. The impacts and outcomes of empowerment are categorized as follows:

Figure 7. Project Maps Impact and Results of the Inmate Empowerment Program



Source: Results of data processing using NVivo 12 Pro, May 2025

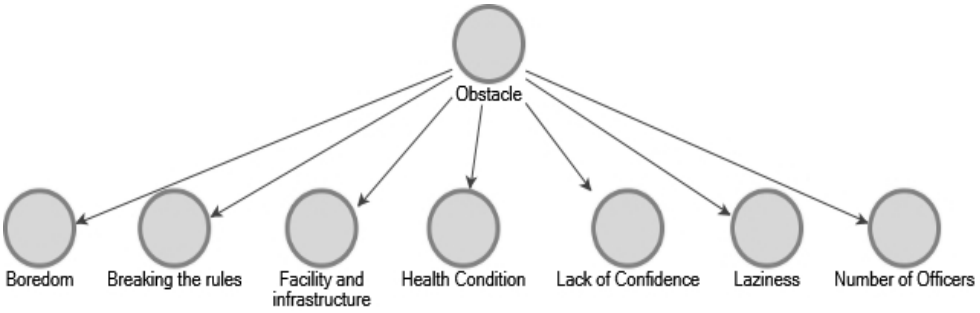
Individually, participation was described as highly beneficial: residents reported thinking less in terms of a “criminal” identity and experiencing meaningful personal improvement. Operationally, staff flagged residual external-environment risks—particularly around vehicle movements in and out of the facility—highlighting the need for sufficiently tight gate control and, where appropriate, attached escorts, especially for Open Camp activities. The implementation of empowerment strategies at the Garut Class IIA Correctional Institution has had a tangible impact on the behavior and mentality of inmates. Many inmates have experienced significant changes in their outlook on life, work, and social relationships. Those who were previously passive and pessimistic have become more disciplined, responsible, and show motivation to improve themselves. This is in line with the views outlined in the Effective Correctional Treatment document, which states that involvement in cognitive-behavioral programs can significantly reduce recidivism rates. In terms of skills, inmates have shown a noticeable improvement in their readiness for work. The training provided at the Garut Correctional Institution is designed to resemble a real work environment in terms of both technical aspects and discipline. Inmates who participated in sewing training, for example, have been able to produce marketable and economically valuable products. This provides them with direct work experience that will be valuable when they are released. This experience is in line with the findings of a report on the Rehabilitation Program for Correctional Offenders in Australia, which emphasizes the importance of real-world work-based programs as a means of preparation for reintegration.

Furthermore, this empowerment strategy also has an impact on the growth of self-confidence and hope for the future among inmates. Through active involvement in this program, they feel recognized, trusted, and given a second chance. This is important considering that many inmates come from socially disadvantaged backgrounds and have experienced trauma. Therefore, the self-confidence and self-esteem that emerge through the empowerment process are crucial psychological turning points in identity recovery. Overall, the

empowerment program at the Garut Class IIA Correctional Institution shows that activating human potential behind bars is not only possible but can also encourage greater social change. With the support of the right approach and a supportive system, correctional institutions can become spaces for true transformation, not just waiting rooms for freedom.

In addition, the implementation of inmate empowerment at the Garut Class IIA Correctional Institution faces several challenges, including:

Figure 8. Project Map Obstacles of Inmate Empowerment Programs



Source: Results of data processing using NVivo 12 Pro, May 2025

The main structural obstacle in correctional facilities is the limited number of available officers, which has a significant impact on supervision, training, and program implementation. Inadequate staffing hinders optimal rehabilitation and potentially reduces program effectiveness. The Head of the Work Activities Section stated that rehabilitation programs are based on interest due to limited staff for direct and daily supervision. This highlights that in situations where the number of officers is disproportionate to the number of inmates, officers must adjust their attention and supervision. Inadequate supervision limits effective guidance, as individual needs may not be optimally met. An unbalanced staff-to-inmate ratio makes quality supervision difficult, requiring a pragmatic approach that, while offering short-term solutions, may sacrifice long-term quality control. Therefore, increasing the number of staff and providing intensive training is essential for better task performance and alignment with rehabilitation goals.

Physical limitations significantly restrict inmates' participation in rehabilitation programs. Inmates with certain health conditions are often unable to engage in sustained physical activity, which affects their integration and development within the correctional institution environment. Chronic illnesses or injuries can hinder participation in sports, vocational training, or social activities. Despite strong intentions, physical condition remains a determining factor. This underscores the importance of an adaptive medical approach for inmates with health limitations, providing appropriate alternatives for maximum participation. Appropriate health care facilities in correctional institutions are also essential to ensure well-being and active participation. Therefore, it is crucial for facility management to understand and evaluate these barriers, developing inclusive and responsive health programs to enhance the overall effectiveness of rehabilitation.

Low self-confidence is a psychological barrier that is often difficult to identify directly, but its impact is felt in various aspects of life. In the context of inmates, this presents a significant challenge, as individuals with low self-confidence tend to be passive and reluctant to take an active role in social or rehabilitation activities. This behavior often creates a repetitive pattern and hinders their reintegration into society after their prison term. One inmate who shared his experience in Christian service stated that he was actively involved in religious guidance, but his statements reflected doubt and uncertainty when given the opportunity to take the initiative. His desire to lead is there, but deep doubts cause him to retreat and wait for others. This shows that even though they are willing to contribute, psychological factors such as low self-confidence often prevent individuals from moving forward. The interview clearly shows his need for more in-depth support and guidance. In addition to developing technical skills, character development, including confidence, initiative, and responsibility, is very important. Focusing on these aspects is expected to empower inmates, motivate them to participate more

actively in rehabilitation, and return to society with better skills and attitudes.

Discipline is a fundamental aspect of gaining trust and opportunities in rehabilitation programs. Inmates who frequently violate rules face significant barriers to participating in programs such as open camps or the external work activities section, to show that discipline is key to greater opportunities in rehabilitation. Interviews with KPLP staff revealed that rule violations indicate inmates' unpreparedness for further rehabilitation. This implies a gradual and selective rehabilitation process that depends on behavioral change and compliance. This process ensures effective and responsible recovery, enabling proper social functioning post-sentencing. Therefore, inmates must understand that their actions directly affect their program opportunities. Good discipline also fosters a more conducive environment for other inmates, encouraging mutual support and positive behavior. Therefore, building discipline benefits individuals and the entire correctional community, and rehabilitation efforts should promote it to open up positive opportunities.

Boredom is a significant psychological barrier that can negatively impact inmate motivation. Many inmates are trapped in monotonous routines, lacking the stimulation to actively engage in the programs provided. Programs that are uninteresting or do not match their interests can lead to reluctance to participate, which can worsen their mental and emotional state. Therefore, creating a dynamic and diverse atmosphere in rehabilitation programs is essential to maintaining the morale and motivation of inmates. A statement from an interview highlights the importance of interesting activities that suit their interests in overcoming boredom. Diverse activities have a positive impact on mood and distract attention from pressing issues. Structured and meaningful activities provide significant psychological benefits, motivating inmates to interact and participate in the program. Therefore, correctional institutions must design rehabilitation programs that are diverse and interesting, not only educational but also enjoyable. This will maintain the morale of inmates and help them stay focused on the goals of rehabilitation and post-sentence reintegration.

Laziness is a significant internal obstacle, especially for inmates undergoing rehabilitation who lack strong motivation to change. This is not only a challenge for them, but also poses serious problems for the guidance officers responsible for their transformation. Laziness often stems from various factors, including past trauma, despair, or misunderstanding of the program's goals and benefits. The Head of the Work Activities Section reported that the Garut Class IIA Correctional Institution provides rehabilitation facilities, but many inmates are reluctant to participate due to laziness or personal problems. This reflects that not all inmates are at the same point in their rehabilitation journey. Personal issues, such as unstable mental health or unresolved family problems, can significantly hinder participation. Therefore, a comprehensive individualized approach, such as motivational counseling and self-development sessions, is essential to help inmates understand and appreciate the long-term benefits of rehabilitation. They are expected to find the motivation to actively participate in the program, which will accelerate positive change. Creating a supportive environment where inmates feel valued is also important. With the right approach, inmates can overcome laziness and transform into better, more productive individuals who are ready to reintegrate into society.

The final technical obstacle in inmate rehabilitation is the limitation of equipment, space, and infrastructure. These three aspects are crucial in determining the quality of rehabilitation provided. Limited equipment means a lack of tools for training programs, while limited space can prevent all inmates from participating equally in various activities. This significantly hinders rehabilitation and social reintegration efforts. An inmate, A, stated in an interview that rehabilitation programs have quotas due to equipment limitations, preventing some inmates from participating. This highlights the challenges faced by officers in creating effective and fair rehabilitation programs. Quota limitations create disparities in facilities, where not all individuals have equal opportunities for skills development. This shows that quota and equipment limitations have a negative impact not only on those who do not have access but also on those involved in rehabilitation. Inequality of access can lower the morale of other inmates, making them feel marginalized and less motivated. Therefore, it is important to improve and expand rehabilitation facilities and infrastructure to be more inclusive and reach all inmates. This ensures that all individuals in the correctional system have equal opportunities to learn, grow, and contribute to society after their sentences.

The policy of implementing inmate rehabilitation has been effectively carried out at the Garut Class IIA Correctional Institution through training programs organized in collaboration with PT CIG and other parties. These programs aim to improve the skills and competencies of inmates, providing them with better opportunities

for self-development and social reintegration after serving their sentences. At the Garut Class IIA Correctional Institution, the implementation of the Minister of Law and Human Rights Regulation Number 35 of 2018 has been carried out through the creation of block classifications based on inmate risk and grouping based on inmate work interests. This certainly encourages inmates to continue to improve themselves. This block division also aims to increase the work ethic of inmates, thereby motivating other inmates to enthusiastically participate in existing rehabilitation programs.

4. CONCLUSION

This study shows that the potential of inmates can be activated to increase productivity through empowerment strategies that integrate personality development and independence development. Personality development emphasizes spiritual strengthening, legal awareness, and the formation of a disciplined attitude, while independence development is carried out by providing various vocational training such as animal husbandry, coconut fiber processing, screen printing, sewing, and other skills relevant to market needs. Through this approach, inmates are placed according to their interests and abilities so that their potential can develop into productive skills. The development process also contributes directly to the inmate's readiness for social reintegration, because in addition to acquiring technical skills, they also experience increased self-confidence, motivation, and awareness of the social responsibilities necessary to return to society. The success of this empowerment program is inseparable from a number of supporting factors, including the active participation of inmates, intensive assistance from correctional officers, support from families and social environments, the availability of adequate training facilities and infrastructure, and collaboration with external stakeholders such as private companies and training institutions that ensure the sustainability of the program while providing economic value. However, the implementation of empowerment still faces a number of obstacles, such as overcrowding, limited staff and facilities, low self-confidence among some inmates, and negative stigma from the community towards former inmates. Despite these obstacles, the impact of empowerment remains significant because it is able to bring about positive behavioral changes, improve work skills, build self-confidence, and strengthen the readiness of inmates to contribute productively after their release. Therefore, the empowerment strategy implemented at the Garut Class IIA Correctional Institution proves that a rehabilitative approach based on personality development and independence development is not only effective in increasing inmate productivity, but also provides important tools for the success of their sustainable social reintegration. Garut Class IIA Correctional Institution needs to expand its cooperation with the private sector, local government, and training institutions in order to develop sustainable empowerment programs and create job opportunities for inmates after their release. Increasing the capacity of officers through training based on the principles of Risk-Need-Responsivity is important to ensure more objective and effective development. Post-reintegration social support also needs to be strengthened through collaboration between families, communities, and the business world in order to reduce stigma and support the independence of former inmates. In addition, training facilities and program evaluations need to be improved on a regular basis to ensure equal access and effective development.

5. ACKNOWLEDGEMENT

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