



The Effectiveness of The Coaching Program in State Prisons in Improving the Skills and Behavior of Inmates and Its Impact on Recidivism Rates

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Abstract

Introduction: Recidivism remains a critical challenge in Indonesia's criminal justice system, particularly in correctional institutions like the Class IIB Ruteng Detention Center (Rutan).

Purposes of the Research: This study analyzes the effectiveness of coaching programs in enhancing inmates' skills and behavior, and their impact on recidivism rates.

Methods of the Research: Using an empirical juridical approach, primary data were collected through interviews with 20 inmates, 6 staff members, and observations at Rutan Ruteng, supplemented by secondary data from regulations and reports.

Findings of the Research: Findings reveal that while personality and independence coaching programs (e.g., religious awareness, vocational training in woodworking and farming) show moderate effectiveness in skill improvement (70% participation rate), behavioral changes are inconsistent due to limited resources and external stigma. Recidivism averaged 3 inmates annually (2021-2024), primarily theft cases, indicating partial program impact. The study recommends enhanced funding, community partnerships, and post-release support to reduce recidivism below national averages (3.55% in 2023). This research contributes to correctional policy reform aligned with Law No. 22/2022 on Correctional System.

Keywords: Coaching Program Effectiveness; Inmate Skills and Behavior; Recidivism.

Submitted: 2026-06-04

Revised: 2026-06-28

Accepted: 2026-06-29

Published: 2026-06-30

How To Cite: Antonius Axl Alot Ndalo, Bhis Vitus Wilhelmus, and Heryanto Amalo. "Efektivitas Program Pembinaan Di Rumah Tahanan Negara Dalam Meningkatkan Keterampilan Dan Perilaku Narapidana Serta Dampaknya Terhadap Tingkat Residivisme."

TATOHI: Jurnal Ilmu Hukum 6 no. 4 (2026): 192-206. <https://doi.org/10.47268/tatohi.v6i4.3878>

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INTRODUCTION

Criminal law was born from the development of social interaction in people's lives. Criminal law is a reflection of the existing and developing symptoms in society, namely developments that are in line with social dynamics. The development of criminal law can be seen as a reflection of the progress and development of society itself. Criminal law is designed to reduce the likelihood of crimes or offenses and to uphold justice, so as to create a harmonious, peaceful, prosperous life, and provide a sense of security in social interactions,¹ and this is the purpose of criminal law, which is to regulate individual relationships that ultimately maintain a balance between individual rights and obligations. Even though criminal law has existed and been applied, there are still individuals who recklessly violate the applicable provisions which ultimately result in a clash between the rights and obligations of each individual, and this clash causes losses among individuals. This clash of rights and obligations then requires enforcement of the violation in question.

¹ A Ilham, M & Rahman, *Praktik Penyelenggaraan Ketenteraman Dan Ketertiban Umum* (AMU Press, 2024).

This enforcement is realized through the development of the criminal justice system, and if proven in the criminal law, it regulates the existence of criminal sanctions. This is the function of criminal law, in the enforcement of criminal law has changed and developed. Initially, the law acted as a means of "retribution" against the perpetrators of crimes. However, over time, its function transformed into a tool to protect individuals from the interference of others as well as to protect society from criminal acts. In addition, the law also serves as a forum to foster criminals, with the aim of facilitating their reintegration into society.²

Imprisonment is a form of sanction in criminal law that is often used to solve crime problems. The use of prison sentences as a method of punishment for perpetrators of criminal acts began to develop at the end of the 18th century, influenced by the notion of individualism and humanitarian movements. As time goes by, prison sentences increasingly gain an important role and begin to shift the position of the death penalty and other physical sanctions that are considered cruel.³

For the State of Indonesia based on Pancasila, the emergence of new thinking about the function of punishment not only focuses on deterrence, but also on rehabilitation and social reintegration for Correctional Assisted Citizens. This has given birth to a coaching system known as the penitentiary system, which has been in place for more than forty years. The correctional system is a framework that regulates the direction, limits, and methods of fostering Correctional Assisted Citizens based on Pancasila values. The implementation is carried out in an integrated manner between the coaches, the fostered, and the community, with the aim of improving the quality of Correctional Assisted Residents. This process aims to make them realize their mistakes, correct themselves, and not repeat criminal acts, so that they can be accepted back by the community, play an active role in development, and live as good and responsible citizens.⁴

Correctional care is a long process in the evolution of the penal system in Indonesia. This process begins with the prison system, which tends to be retaliatory against inmates for mistakes or offenses that have been committed. Lawbreakers in the prison system, who are found guilty, will receive punishment and be treated with harsh treatment as a form of retribution for the crime committed. However, this approach is considered no longer relevant and contrary to the philosophy of Pancasila, which emphasizes coaching and protection. In response to this, a conception of Correctional Services was born that prioritized guidance and protection for those who committed unlawful acts. This conception was initiated by Sahardjo when he received his Doctor Honoris Causa degree from the University of Indonesia on July 5, 1963. From this concept, the Prison Service Conference which took place at the Institution from April 27 to May 5, 1964 resulted in the Correctional System, which was mandated by the President of the Republic of Indonesia on April 27, 1964.⁵ Basically, Correctional Institutions aim to educate, foster, and guide inmates, with a focus on improving their mindset, behavior, and mentality during their sentence. However, there are still frequent cases of repeat criminals, known as recidivism. This

² M. Zaidan, M. A & Sh, *Kebijakan Kriminal* (Sinar Grafika (Bumi Aksara), 2021).

³ Safaruddin Harefa, "Penegakan Hukum Terhadap Tindak Pidana Di Indonesia Melalui Hukum Pidana Positif Dan Hukum Pidana Islam," *University Of Bengkulu Law Journal* 4, no. 1 (2019): 35-58.

⁴ Dwidja Priyanto, *Sistem Pelaksanaan Pidana Penjara Di Indonesia*, Cet. Ke-2 (Bandung: Refika Aditama, 2009).

⁵ Abdullah Nasik Ulwan, *Efektifitas Pembinaan Narapidana Residivis Di Lembaga Pemasarakatan Kelas IIA Yogyakarta (Study Kasus 2010-2015)* (Skripsi, Universitas Islam Negeri Sunan Kalijaga Yogyakarta, 2017).

phenomenon is a separate problem that requires attention and handling from various parties.

Therefore, the existence of the Correctional Institution must be maintained, considering that its main purpose is to educate and nurture inmates. Thus, after serving their sentences, they can return to society as good individuals and contribute to the development of the nation and state. It is important to emphasize that inmates are not pests or community waste that should be ignored or destroyed. They are still citizens and members of society who have rights, so they need to be given proper guidance. However, the correctional system that is so complex with its clear purpose does not necessarily make the perpetrators feel deterred, there are also perpetrators who after undergoing the correctional process are still involved in committing criminal acts, and this is known as recidivism.⁶ The phenomenon of recidivism or the return of prisoners to criminal behavior after serving a prison sentence is a serious problem faced by the criminal justice system in Indonesia. According to data from the Ministry of Law and Human Rights related to recidivism in Indonesia, the recidivism rate is still quite high. In 2023, the recidivism rate will reach 3.55%, an increase from the previous year which reached 6.07%. In addition, in 2020, more than 60% of the total number of prisoners in Indonesia were recidivists.⁷ This shows that many inmates do not succeed in undergoing the rehabilitation process properly, so they return to commit crimes after being released.⁸ Coaching programs in this context, for inmates, are one of the main focuses. The high recidivism problem in Indonesia shows that the current coaching programs are not fully effective in preventing the return of inmates to the criminal world. The application of the quality of the coaching program, the social impact produced, and the inadequate external factors affect recidivism, this study aims to provide data-based recommendations that can improve the effectiveness of correctional programs.

The same problem was also experienced by the Ruteng Class IIB State Prison, Based on data obtained from the Ruteng Class IIB State Detention Center, it was revealed that the recidivism rate among former inmates showed a significant number. From 2021-2024, the recidivism rate in the Ruteng Class IIB Prison reached an average of 3 recidivist inmates who entered the Ruteng Class IIB Prison. These findings indicate that some former inmates who have served their sentences and participated in the coaching program at Ruteng Prison have returned to commit criminal acts after being released and reintegrated into society. This finding also explains that there is always an addition of recidivist inmates every year, the latest data in 2024 there will be an addition of 2 recidivist inmates.

Table 1. Recidivism

No	Number of Recidivists	Year of Entry
1	3	2020
2	2	2021
3	6	2022
4	6	2023

⁶ Fahrija Fajarianoor et al., "Efektivitas Pembinaan Narapidana Berbasis Pondok Pesantren Pada Lembaga Pembinaan Keagamaan Pondok Pesantren Terpadu At Taubah (Lpk Ppta) Di Lembaga Pemasarakatan (Lapas) Kelas IIB Amuntai Kabupaten Hulu Sungai Utara," *Jurnal Manajemen Sumber Daya Manusia* 2, no. 1 (2025): 470-83.

⁷ Ahmad Arif, Pemenjaraan, Antara Memulihkan atau Menciptakan Residivis, Kementerian Imigrasi dan Pemasarakatan Republik Indonesia Direktorat Jendral Pemasarakatan.

⁸ Maulana, A. Bentuk Pembinaan Terhadap Residivis Dalam Upaya Mencegah Penanggulangan Tindak Pidana Di Lembaga Pemasarakatan Klas I Medan, ari <https://Eprints.Pancabudi.Ac.Id/Id/Eprint/1553/1/Arifuddin%20maulana.Pdf>

The high rate of recidivism raises serious concerns about the effectiveness of the coaching efforts that have been carried out so far. This also highlights the potential for fundamental problems in the coaching system, both in terms of the quality and relevance of the programs offered, as well as the challenges faced by former inmates in the process of social reintegration in the Ruteng community and its surroundings. So that the high recidivism rate reflected in the Ruteng Class IIB Detention Center data is a strong foundation for conducting further research to identify the causative factors and evaluate the effectiveness of existing coaching programs.

Based on the data and information submitted by the employees of the Ruteng Class IIB Detention Center, it can be concluded that recidivism is a real problem faced by Ruteng Prison, indicating that there are challenges in the effectiveness of coaching programs that aim to improve skills and change the behavior of inmates in a sustainable manner. This phenomenon raises fundamental questions about the extent to which the coaching programs that have been implemented in the Ruteng Class IIB Detention Center are able to achieve their goals in equipping inmates with relevant skills and instilling positive behavior changes, as well as how these programs impact the rate of recidivism after inmates return to society. This research is crucial to analyze in depth the effectiveness of the coaching program in the Ruteng Class IIB Detention Center in improving the skills and behavior of inmates and their impact on the level of recidivism, which will then be formulated as the main problem in this study.

METHODS OF THE RESEARCH

This type of research is empirical legal research or empirical juridical research. Empirical juridical research is legal research that examines the applicable legal provisions and what happens in reality in society or research conducted on the actual situation that occurs in society, with the intention of finding facts that are used as research data which is then analyzed to identify problems that ultimately lead to problem solving.⁹ The approach used to solve the problem in this study is to use *the statute cause* approach. The statute cause approach is intended to examine the causes of legal problems related to the effectiveness of the inmate development program at the Ruteng Class IIB Detention Center. The location of this research was conducted at the Ruteng Class IIB Detention Center, Jl. Ranaka, km.3, Carep Village, Langke Rembong District, Manggaria Regency, East Nusa Tenggara Province. The data sources used in this study used primary and secondary data. Data Collection Techniques The data in this study was collected through several techniques, namely interview, observation and documentation techniques. Furthermore, the collected data is then processed and analyzed using qualitative descriptive analysis techniques, namely all the data collected, both primary and secondary data, are processed and analyzed by transcribing and compiling the data systematically.

RESULTS AND DISCUSSION

A. Prisoner Development in the Correctional System

⁹ Kornelius Benuf et al., "Metodologi Penelitian Hukum Sebagai Instrumen Mengurai Permasalahan Hukum Kontemporer," *Jurnal Gema Keadilan* 7, no. 1 (2020): 20-33.

Coaching is a process where inmates are fostered with a series of activities both spiritually and physically to become a better human being than before they committed a crime, coaching is the real goal of correctional institutions to guide convicts towards improving reintegration with society. The inmate has received coaching since he served his sentence. At the beginning of the coaching of inmates, their mentality, attitudes and behaviors are formed so that they are able to cooperate with the officers, so that inmates start their day in the prison well. The coaching policy at the Ruteng Class IIB Detention Center is implemented adaptively even though it is limited, as revealed by the Head of the Detention Center Saiful Buchori in an interview: "Actually, the coaching only exists in the Correctional Institution, the coaching program also does not exist in the Detention Center, we just give them guidance to the Assisted Residents to develop independence and personality." This reflects Article 35 of the Correctional Law which requires coaching by Correctional Institutions or Detention Houses at the district level, but the reality on the ground shows a reliance on internal initiatives to align with the goals of reintegration.

The implementation of coaching whose purpose is regulated in Article 1 number (10) of Law Number 22 of 2022; "Coaching is an activity that is held to improve the quality of personality and independence of Inmates and Fostered Children." It is done with personality development and independence development.¹⁰ The coaching of inmates at the Class II B Ruteng State Prison is an effort to improve the skills and behavior of inmates and prevent the recurrence of criminal acts. The steps to optimize the coaching are as follows:

a. Personality Coaching

1) Religious Awareness Development

Personality development through religious awareness is not only aimed at improving the behavior of prisoners, but also to equip them with strong moral and ethical values, so that they can be reintegrated into society without the risk of recurrence. This program involves cooperation with various religious institutions.

The Ruteng Class IIB Detention House collaborates with the Ministry of Religion of Manggarai Regency in carrying out its religious guidance. For those who are Muslim, there is religious counseling by officials of the Ministry of Religion or Catholics, there is also religious guidance from the ministry of religion as well and is visited every week, in an effort to strengthen the spiritual and mental side of the inmates, the Office of the Ministry of Religion of Manggarai Regency held a Spiritual Development activity for inmates who are Catholic at the Detention Center Class IIB Ruteng. This activity is a tangible manifestation of synergy between institutions in providing the right to proper religious development for every inmate and prisoner.

This spiritual formation was welcomed with full enthusiasm by all inmates. This activity was carried out at the Ruteng Prison Chapel, a place of worship that is specially available in the Rutan environment, which guarantees the solemnity and comfort of the participants. This activity is part of a routine coaching program that is intensified as a commitment of Ruteng Detention Center and the Ministry of Religion of Manggarai.

This spiritual guidance presents a Catholic religious officer or extension officer assigned by the Ministry of Religion of Manggarai, who specifically guides worship and gives

¹⁰ Sri Yunarti Indra, Elimartati, "Efektivitas Bimbingan Kemandirian Untuk Mewujudkan Ketahanan Ekonomi Bagi Klien Pemasarakatan Bapas Bukittinggi," *Restorative: Journal of Indonesian Probation and Parole System* 2, no. 1 (2024): 33-45.

spiritual lectures, in this implementation of course is attended by all Catholics of the prisoners Ruteng House Correctional Facility. They attend voluntarily and show a high focus in following every series of events, from prayers, hymns, to listening to sermons.

This spirited presence of them confirms that spiritual formation is one of the fundamental needs that is very vital in the process of character formation and repentance. The main activities include joint worship, such as the liturgy of the word, faith deepening sessions, and spiritual lectures that focus on the themes of repentance, forgiveness, hope, and the importance of living a new and better life after leaving the prison.

Observational data showed that active participation in these activities contributed to a decrease in the rate of disciplinary violations in prisons, with the inmates involved more often showing progress in the development of empathy and social responsibility. This is in line with the rehabilitation goals as stipulated in the Correctional Law, which emphasizes holistic transformation to support sustainable reintegration, in order to realize this holistic transformation, the Ruteng Class IIB Detention House implements a specific internal policy, as confirmed by the Head of the Detention House through a statement: "Already," which involves close collaboration with the Ministry of Religious Affairs to organize weekly coaching activities.

This policy is in accordance with Article 36 paragraph 1 letter c of the Correctional Law which regulates the implementation of coaching programs, as well as integrating the principle of non-discrimination as stated in Article 4 paragraph 2 letter b, thus ensuring equal access for all religions in Ruteng which has a Catholic majority. Religious training with this approach is not only inclusive but also supports the overall development of the prisoner's personality, reinforcing the moral and ethical values mentioned earlier.

2) Physical Construction

This coaching aims to maintain the health and fitness of inmates while honing the talents possessed by inmates. The activities carried out included morning gymnastics, and this joint gymnastics took place at the Ruteng Detention Center Sports Field. This spacious and open location allows all participants to move freely and enjoy the fresh air. This activity is scheduled as part of a routine physical training program to ensure that all residents of the prison remain fit and away from disease. There are also other activities such as Yoga, This activity is the result of cooperation between Ruteng Prison and the Randong Learning Activity Studio, which acts as the organizer. The Head of Ruteng Class IIB Detention Center, Saiful Buchori, stated that this yoga training is a form of innovation in coaching. "We are committed to continuing to present positive programs that are able to shape the character of the inmates for the better," he said.

Another activity carried out at Ruteng Detention Center is Volleyball. According to the Head of Ruteng Class IIB Prison, Saiful Buchori, this joint sports activity is a strategic step in maintaining cohesiveness and improving harmonious working relationships among all officers. "Through activities like this, we want to build a spirit of togetherness and strengthen the solidarity of ritas in order to create a healthy, positive, and productive work atmosphere,"

b. Self-Reliance Building

Independence coaching is a process to equip inmates (especially inmates) with skills and work knowledge so that they can live independently and empowered after leaving the

penitentiary. The goal is to improve the quality of self, ability, and confidence so that they can reintegrate back into the community and not repeat criminal acts, for the development of independence in the Ruteng Class IIB State Detention Center, the policy follows the direction of the Minister of Food Security, such as plantation activities on the land of the Detention House (500 m², yield of 200 kg/year), from the results of the interview with the Head of the Detention Center it is explained "the Independence program follows the order of the minister, The problem of food security is there, we carry out plantation activities." This is in accordance with Article 39 of the Correctional Law for independent business skills, although it is limited because the prison is not the main prison.

The furniture program at Rutan is one example of an internal policy that has been successfully implemented through close cooperation with local entrepreneurs, which not only provides economic benefits to inmates but also supports their rehabilitation effectively. The Head of the Detention Center himself explained the mechanism of this cooperation by saying, "There are also those in the workshop, there we work with local entrepreneurs, it's a furniture problem, so we provide the resources, they give the materials," which shows how the prison institution provides skilled inmate labor, while local entrepreneurs donate the materials needed for production. This initiative directly supports Article 36 paragraph 1 letter b of Law Number 22 of 2022 concerning Corrections, which regulates the placement of prisoners based on their talents and abilities, thus allowing them to develop productive skills during their sentence. This program in practice, involves as many as 10 inmates who are actively involved in the process of making furniture, and the results are quite impressive with the production of up to 20 units of quality furniture or termin, which can then be marketed or used for internal purposes, thus providing opportunities for inmates to earn additional income and skills that can be utilized after release. The collaboration also reflects a holistic approach to the correctional system, where the focus is not only on detention alone, but also on coaching and preparing inmates for reintegration into society, with support from the private sector contributing to creating a productive and educational work environment.

B. Policy on Skill and Behavior Development of Inmates in Ruteng Class IIB Prison

The policy planning mechanism in the Detention Center involves a quarterly evaluation conducted regularly by the Prisoner Services Section, which is designed to ensure that each inmate rehabilitation program runs effectively and in accordance with the set standards, while being in line with Article 3 letter H of Law Number 22 of 2022 concerning Corrections which emphasizes the importance of professionalism in the implementation of correctional duties. However, the Head of Sub-Service Bonifasius Rusman gave a further explanation about this process by stating, "the identification of their talents is actually not necessarily directly there, for coaching there is a name 'assessment'," which shows that the identification of inmates' talents is not done impulsively, but rather through an in-depth and systematic assessment process to ensure proper placement. This approach clearly shows the local adaptation carried out by the Prison to apply the principle of proportionality as stipulated in Article 3 letter f, where each action and program is tailored to the individual needs of the prisoner, thus avoiding unfair generalizations and allowing for more personalized and effective coaching. So that this quarterly evaluation not only serves as a monitoring tool, but also as a mechanism to adjust policies based on the results of the assessment, which ultimately contributes to a more holistic and sustainable rehabilitation for inmates.

The main challenge in the implementation of rehabilitation policies in Prison mainly comes from the limitations of regulations specifically designed for the context of prisons, which often make coaching programs inadequate and unbalanced with the needs of inmates there. The Head of the Detention Center honestly acknowledged this reality through his statement, "The coaching program only exists in the Correctional Institution," which confirms that many effective and comprehensive coaching initiatives are more dominant in Correctional Institutions, so that Detention Houses as temporary detention places are often lagging behind in terms of access and implementation. This creates a significant gap between *das sollen* (what should happen based on legal ideals) and *das sein* (what actually happens on the ground), where the substance of Law Number 22 of 2022 concerning Corrections, particularly Article 35 which regulates the development of prisoners, is more inclined to be oriented towards Correctional Institutions as the main institution for long-term punishment, while Detention Houses rarely receive similar attention in such regulations. This condition is similar to the findings of Pratama (2022) in Boyolali, which highlighted the lack of specific budget allocation for Detention Houses, which in turn hinders the development of holistic and sustainable rehabilitation programs. As a result, these regulatory challenges not only reduce the effectiveness of internal policies, but also potentially increase the risk that inmates in prisons do not receive adequate coaching, which could complicate their reintegration process into society and increase the likelihood of relapse of criminal behavior, thus urging the need for fairer and more inclusive policy reforms to bridge the gap between ideal legal norms and the reality of implementation in all types of institutions Corrections.

C. Effectiveness of the Implementation of Inmate Development in Class IIB Ruteng Detention Center Improving Prisoners' Skills

The effectiveness of these rehabilitation policies in detention centers is comprehensively measured by the level of participation of prisoners in the programs provided and their ability to successfully reintegrate into society upon release, reflecting the long-term impact of coaching efforts during their sentences. The Head of the Detention Center emphasized the importance of this aspect by stating, "of the inmates who are released from here, how effective are they after they serve their sentence here, whether after being given activities here they can carry out outside," which shows that the measure of success is not only in internal activities, but also in the ability of inmates to apply the skills and knowledge gained outside the prison walls. so as to prevent the recurrence of criminal behavior. These indicators are in line with Soekanto's theory of legal compliance as a measure of policy effectiveness, where inmates' compliance with post-release social and legal norms is the main benchmark of the success of correctional programs, which emphasizes that effective rehabilitation must result in sustained behavioral change.

Observational data collected showed that the overall participation rate of inmates in these programs reached 75%, which is a significant figure and indicates the interest and active involvement of most of the inmates, although there is still room for improvement through a more personalized and adaptive approach. This approach measures not only direct outputs such as the number of activities followed, but also long-term outcomes such as successful reintegration rates, which ultimately contribute to reduced recidivism and the development of safer and more productive societies.

Inmates' participation in various rehabilitation programs in the prison is thoroughly assessed through an attendance system that records their attendance in daily activities as

well as periodic assessments that evaluate the level of involvement and progress of individuals, which are then strengthened by motivational initiatives such as sports recreational activities to improve their morale and psychological well-being. The Head of Sub-Services highlighted the positive impact of this approach by saying, "the participation is clearly very high, including that their recreational activities can be sports, their motivation is very high," which shows that sports activities not only serve as a physical means, but also as a main catalyst to build high motivation among inmates, thus encouraging more active and sustainable participation. This mechanism strongly supports the principle of protection as stated in Article 3 letter a of Law Number 22 of 2022 concerning Corrections, which emphasizes the protection and maintenance of prisoners' rights, including aspects of their physical, mental, and emotional health through programs that are positive and support personal growth. The results of the observation showed that as many as 70% of inmates, including individuals such as F I T, reported significant benefits from this experience, such as improved fitness, reduced stress, as well as increased motivation to engage in the rehabilitation process, which in turn contributed to the formation of more positive behaviors and better preparation for reintegration into society. The integration between rigorous participation evaluations and innovative motivational efforts creates a holistic rehabilitation ecosystem, ensuring that inmates not only meet their sentencing obligations, but are also developed as stronger individuals and prepared to face the challenges of life outside of prison.

Significant improvement in skills can be observed through rehabilitation programs in agriculture and carpentry, where the Head of Sub-Services gives a detailed explanation: "For the skills now it is agriculture and carpentry, it *exists*." This was further confirmed through an interview with an inmate named A L, who is 19 years old and is serving a sentence for a case of persecution. In the interview, A L stated: "Agricultural programs, vegetable planting, usually running out of apples in the morning go to water the plants above," which shows daily activities that are very relevant to the needs of the local market in Manggarai. In addition, the quality of the skills taught in the program was rated as highly relevant for the inmates, with as many as 60% of them finding it very helpful. For example, inmate B K M, who is 9 years old and under the protection of children, revealed his experience: "I followed the spirituality of the ministry of religion, continued the SKB rembong, it was a barbershop, and continued the skills of making pots." The program as a whole is in accordance with the provisions of Article 39, which emphasizes the importance of developing independent businesses for inmates, although its implementation is still faced with limited facilities, such as outdated workshops and lack of adequate observation. Help with the furniture, help make chairs like that, so that there are activities."

This shows how skills programs provide productive activities that help fill their time. In addition, the case study of F I T provides a concrete example of the application of post-release skills, where he says: "Return to the village, uncrop, happen to have experience in cropping," indicating that the experience gained in prison can be directly applied in daily life after release. This perception is in line with Friedman's theory of the legal culture that supports the process of reintegration of prisoners into society.

Inmates' perceptions of the improved skills they experience during rehabilitation tend to be positive, as expressed by some inmates such as VC, who is recidivist in theft cases. The VC stated: "Most help with the furniture, help make chairs like that, so that there are activities." This shows how skills programs provide productive activities that help fill their

time. In addition, the case study of F I T provides a concrete example of the application of post-release skills, where he says: "Return to the village, uncrop, happen to have experience in cropping," indicating that the experience gained in prison can be directly applied in daily life after release. This perception is in line with Friedman's theory of a legal culture that supports the process of reintegration of prisoners into society.

D. Changes in Inmate Behavior

The most dominant behavioral change among inmates during rehabilitation was seen in increased spiritual awareness, where as many as 80% of them reported significant benefits from religious programs. For example, inmate M S, who is 30 years old and serving a sentence for molestation, stated: "I am also active in the religious section, I happen to be a Catholic, the benefits are great, coming here brings us closer to God." This statement shows how religious activities help inmates feel closer to God and gain inner peace. This directly reflects the provisions of Article 38 paragraph 1 of the Correctional Law, which emphasizes the importance of mental coaching as an integral part of the rehabilitation process.

In addition, other indicators of behavior change include improved discipline, which is reflected in the confessions of inmates such as F F A, who is 32 years old and is a recidivist. He said: "There is a change, yes here we learn to obey that person, follow the rules." It illustrates how inmates learn to obey rules and respect authority, which is an important step towards more orderly behavior. Field observations also showed a 40% decrease in internal violations, which supports the principle of loss of liberty as the only suffering experienced by prisoners, in accordance with Article 3 letter g of the Correctional Law. It also affirms that rehabilitation programs aim not only to punish, but also to form spiritually and socially better individuals. From the officer's side, the perception of the Head of Security of Siprie Abraham Nalenan, who explained: "If in this prison, they have made mistakes, so here we do coaching, there is spiritual coaching, plantations, workshops, so that when they come out they can get results." This explanation highlights the role of coaching in changing inmate behavior, distinguishing between active and inactive behavior, and shows that as many as 65% of inmates experience positive changes in their behavior. It also confirms the importance of rehabilitation programs as a step towards a more productive life after the sentence.

E. Supporting Factors and Inhibiting the Effectiveness of the Coaching Program

a. Internal Factors

1. Supporting Internal Factors

Internal factors that support the success of the rehabilitation program at Ruteng Class IIB Prison include the availability of Human Resources officers, consisting of 50 people with 2 special instructors, as explained by the Head of Sub-Service: "Human Resources Challenges; sometimes they come with their Human Resources, that's the challenge, not necessarily what is conveyed can be understood by everyone." Despite the challenges in the understanding of the material by inmates, the Standard Operating Procedure training still supports the improvement of the professionalism of officers, which is in line with Article 3 letter h of the Correctional Law.

2. Internal inhibiting factors

On the other hand, a significant internal bottleneck is budget constraints, with a total IDR. 139 million allocated specifically for security, which causes facilities to be inadequate.

Table 2. Allocation Budget in Ruteng Class IIB Detention Center

No.	Activities	Budget
1.	Prisoner Services	IDR. 440.000, -
2.	Services Basic Needs and Health	IDR. 1.959.654.000, -
3.	Services Security and Order	IDR. 139.254.000, -
4.	Task Force Management Support Services	IDR. 3.329.907.000, -
Total		IDR. 5.429.255.000, -

Source: Ruteng Class II B Detention Center

The Head of Sub-Management stated that the obstacle had not been resolved, while field observations showed that there was overcrowding, where the Ruteng Class IIB Detention Center, which has a maximum capacity of 150 residents, now has to accommodate up to 227 people. This condition is exacerbated by the limited physical capacity of the building that has been determined, where this prison is the only facility to accommodate prisoners and inmates from three major districts in the Greater Manggarai area, namely Manggarai, West Manggarai, and East Manggarai, because there are no Correctional Institutions or Detention Center in the last two districts. The concentration of residents from a large area into one limited facility creates heavy pressure for the Ruteng Detention Center.

The results of the study showed that the Ruteng Class IIB Detention Center has 35 rooms. Ideally, each room is designed to accommodate four to five people. However, in reality, each room is occupied by six, seven, up to eight people, or even more. This condition clearly shows the existence of overcrowding or large excess capacity in Ruteng Prison, which ultimately hinders the motivation of inmates in participating in the coaching program.

Table 3. Room Capacity of Class II B Ruteng Detention Center

No	Blocks/Rooms	Quantity	
1	A	1	6
		2	7
		3	7
		4	7
		5	6
Total Block A		33	
2	B	1	6
		2	7
		3	6
		4	6
		5	7
		6	6
		7	7
		8	5
Total Block B		50	
3	C	1	6
		2	7
		3	7
		4	7
		5	6

		6	7
		7	6
		8	7
	Total Block C		53
		1	6
		2	6
		3	6
		4	7
4	D	5	6
		6	7
		7	7
		8	7
		9	7
		10	6
	Total Block D		65
5	E	1	7
		2	8
	Total Blok E		15
6	F	1	5
		2	6
	Total Block F		11
	TOTAL (A+B+C+D+E+F)		227

Source: Ruteng Class IIB Detention Center, 2024

This is also related to the results of my interview with the Head of the Management Sub-Section, which provided in-depth insights into internal management. Regarding the management of prisoner data and programs, he explained that the system may be better to ask the Prisoner Services department, because the field itself focuses more on personnel and finance. He stated that data on inmates' participation in the coaching program, such as the type of program, duration, and attendance, were not well recorded, and there were no specific answers to questions about recidivism data analysis or periodic evaluation reporting systems.

Regarding the allocation of resources, the Head of the Management Sub-Section explained that there is a budget for the inmate assimilation program (the process of integrating inmates into community life to serve part of their sentence outside the correctional institution, with the aim of preparing them to return to society), coaching programs, and remission programs (a reduction in the period of serving sentences given to eligible inmates, as a form of their rights). He added that the budget for the prisoners' independence program, including capital and workforce guidance, was designed by the financial management department, with facilities such as workshops provided by them. Although he said that "for the constraints until now, there has not been a problem," the internal coordination between the Management Sub-Section and the Prisoner Services Sub-Section and the Prison Security Unit emphasizes more on financial and personnel aspects, especially for the prisoner independence program. He also emphasized that there is no budget data for the independence program in the Detention Center, because it only exists in the Correctional Institution with the deposit of Non-Tax State Revenue from the production activities of correctional inmates), and the budget data cannot be disseminated.

This shows that despite resource allocation efforts, budget constraints and data coordination remain major challenges affecting the effectiveness of the overall rehabilitation program.

3. External Factors

1. Supporting External Factors

External factors that support the success of the rehabilitation program at Ruteng Class IIB Detention Center include cooperation with the Ranong Learning Activity Studio, which focuses on developing life skills such as barbershop and beauty. The Head of Sub-Service explained this initiative by saying: "Ranong Learning Activity Studio takes the initiative, they must be equipped with life skills." This cooperation is in line with Article 39 of the Correctional Law, which emphasizes the importance of artistic skills to support inmates' independent efforts. For example, inmate B K M had planned to open a barbershop after his release, showing how the program provides real opportunities for social and economic reintegration.

2. External Factors of Inhibition

On the other hand, external factors that are the main inhibition are the lack of post-release employment opportunities for inmates, which often makes it difficult for them to return to society. This was expressed by inmates like Y, J, Z, who is 33 years old and is a recidivist in narcotics cases, with the statement: "Get out of the rut, the image is bad here." The negative stigma of the Manggarai community towards former inmates weakens the reintegration process, which is contrary to the principle of Article 2 of the Correctional Law which encourages coaching for social welfare. These findings are in line with the study by Boymau (2023) in Kefamenanu, which shows that social stigma is often a significant obstacle in rehabilitation and prevention efforts to recidivism.

Overall, the effectiveness of the implementation of the rehabilitation program at the Ruteng Class IIB Prison can be assessed as medium-high, with a success rate of 70% based on the perceptions of the 20 inmates interviewed. This is reflected in the improved skills experienced by 60% of inmates, as well as positive behavioral changes that occur in 80% of them, which shows the real impact of coaching programs such as agriculture, carpentry, and spiritual activities. Soekanto's theory provides an in-depth explanation of this phenomenon, where high adherence to rehabilitation programs is often influenced by the personality factors of inmates formed by strong local religious culture, but the substance of the Correctional Law has not been fully optimized in the prison environment, so there is still room for improvement in implementation and supervision.

This study shows that the policies listed in Articles 35 to 36 of the Correctional Law, as well as their implementation regulated in Articles 37 to 39, generally support efforts to increase the effectiveness of rehabilitation programs at the Ruteng Class IIB Detention Center. The policy provides a strong legal basis for the development of inmates through various programs, while the implementation aspect ensures that the programs can be implemented in a practical manner to improve positive skills and behaviors. However, in the midst of this support, there are significant inhibiting factors, such as limited Human Resources, which was stated by the Head of Security by saying: "Coaching needs a lot of officers."

This shows that even though policies and implementation are in place, their implementation is often hampered by a lack of adequate staff to carry out coaching

effectively. This overall condition confirms the need for more profound structural improvements, as described in Friedman's theory, which emphasizes the importance of systemic reforms to address these barriers and ensure that rehabilitation programs can run optimally in support of prisoners' reintegration into society.¹¹

Compared to the previous research conducted by Abdullah Nasik Ulwan entitled "The Effectiveness of Recidivist Prisoner Development in Class IIA Correctional Institution Yogyakarta (Case Study 2010-2015)", the research at the Ruteng Class IIB Detention Center showed higher effectiveness in the aspect of local independence through programs such as furniture manufacturing and agriculture, but faced similar challenges to the Primary research related to budget constraints. Recommendations to increase effectiveness are to integrate inmate talent assessments more rigorously to ensure the application of the principle of proportionality in coaching programs.

The effectiveness of the coaching program at the Ruteng Class IIB Detention Center contributes significantly to the second formulation of this study, namely that improving the behavior of inmates - especially through spiritual discipline - can reduce the potential for recidivism. This is in line with the goals of Law Number 22 of 2022 concerning Corrections, which emphasizes the formation of inmates who are responsible and able to reintegrate into society (Article 2), thereby supporting the prevention of the recurrence of criminal acts through a holistic transformation of the personality of inmates.

CONCLUSION

The coaching program at the Ruteng Class IIB Detention Center showed moderate-high effectiveness (70%) in improving the skills of inmates, with participation reaching 75% and skill improvement felt by 60% of inmates. This program includes personality development (such as religious and physical awareness) and independence development (such as agriculture, furniture, and barbershops), which is in accordance with Articles 35-39 of Law Number 22 of 2022 concerning Corrections. The main supporting factors are the availability of human resources and external cooperation (e.g. with SKB Ranong), while bottlenecks such as overcrowding (227 occupants vs 150 capacity) and budget constraints hinder optimization. Positive behavioral changes, including increased discipline (40% decrease in internal offenses) and spiritual awareness (80%), support Friedman's theory of effective legal structures through the integration of legal elements. However, this program is more optimal in prisons than in prisons, so there is a need for policy improvements to increase the relevance of skills to the local market. Coaching programs have a moderate-high impact on reducing recidivism rates, with 70-80% of inmates reporting increased motivation and readiness for reintegration, as well as a reduced risk of reoffending through increased awareness (80%) and skill development (60%). Recidivism data (19 cases in 2024, predominantly theft 73.7%) show that the program helps address internal factors such as addiction and lack of legal awareness, as well as external factors such as societal stigma and economic hardship. The positive impact is reflected in behavioral change (65% of inmates experience positive transformation) and skill production (e.g. 20 units of furniture per month), which are in line with Soekanto's theory of legal compliance as a measure of effectiveness. However, negative impacts such as the lack of specific anti-recidivism programs, post-release stigma, and overcrowding as a "crime school" still maintain the risk

¹¹ Lawrence M. Friedman, *The Legal System* (Bandung: PT Refika Aditama, 2009).

of recidivism, especially for drug cases (21 inmates were at risk of escalation). Overall, the program contributes to the prevention of recidivism, but requires additional interventions such as anti-stigma campaigns and overcrowding reduction for more optimal outcomes

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Conflict of Interest Statement: The author(s) declares that research was conducted in the absence of any commercial or financial relationship that could be construed as a potential conflict of interest,

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