

**ORIGINAL ARTICLE**

# Thematic analysis on the effectiveness and constraints of the prisoner rehabilitation program at Bulukumba Prison

Didin Halim 

**Affiliation**

State University of Makassar

**Correspondence**

didinhalim@unm.ac.id

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## Abstract

Bulukumba Penitentiary (Lapas) faces significant challenges in prisoner development, such as limited human resources, budget, and facilities, as well as social stigma that hinders prisoner reintegration into society. This study aims to analyze the effectiveness of the prisoner development program, identify key obstacles, and provide strategic recommendations. The study used a descriptive qualitative method with a case study approach, involving 15 purposively selected informants. Data were collected through in-depth interviews, direct observation, and document analysis, and analyzed using the Miles and Huberman model. The findings indicate that the development program has provided significant benefits in improving prisoner work skills, spirituality, and morals. However, limited resources and dependence on external parties are the main obstacles that affect the sustainability of the program. In conclusion, strengthening the internal capacity of prison officers, increasing budget allocation, and more strategic collaboration with external parties are important steps to ensure the effectiveness and sustainability of prisoner development.

## Keywords

Community Empowerment, Organizational Management, Collaborative Governance, Thematic Analysis, Rehabilitation, Prison

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## 1 | INTRODUCTION

Bulukumba Penitentiary (Lapas), as a technical implementing unit under the Ministry of Law and Human Rights, acts as a center for fostering prisoners. Located in Bulukumba Regency, South Sulawesi, this area is known for its rich Bugis-Makassar culture, especially the values of *siri' na pacce*, which reflect shame and solidarity. Integrating these values into prisoner fostering programs has great potential to create a more contextual and effective approach. However, Bulukumba Prison faces significant challenges, especially related to overcapacity..

According to data from the Ministry of Law and Human Rights as of March 24, 2023, the number of prison inmates in Indonesia reached 265,897 people, while the official capacity was only 140,424 people, indicating an overcapacity of 89.35% (Yulianti, 2020). This condition has an impact on the quality of guidance that can be provided, because the available facilities and resources are limited (Rahmat et al., 2021; Sutoyo et al., 2023). In addition, the lack of job training and education facilities is a major obstacle in the implementation of the guidance program. These limitations hinder efforts to rehabilitate prisoners, so that they lack the skills needed to reintegrate into society after their sentence ends (Rahmat et al., 2021; Sutoyo et al., 2023). From a social perspective, the stigma against prisoners is still strong. They are often viewed as problematic individuals who are difficult to accept back into society, which is a barrier to the process of social reintegration. This stigma can lead to social isolation and increase the risk of recidivism (Fitri, 2017; Imelisa & Novitasari, 2020).

This research is important for several reasons. First, the correctional system in Indonesia often faces implementation problems that do not meet expected standards. Law No. 12 of 1995 concerning Corrections emphasizes the development of prisoners as part of the rehabilitation and social reintegration process. However, data shows that the recidivism rate in Indonesia is still high, reaching 20% in 2021 (BPS, 2022). This indicates problems in the development of prisoners, both in terms of planning and implementation (Suandika & Wirasatya, 2021). Second, this research will contribute to the international literature by bringing a local perspective from Indonesia. The correctional system based on local culture is rarely discussed in an international context, so this research can fill this gap.

At the empirical level, Bulukumba Prison faces significant capacity issues. According to an internal report (2022), the prison was designed to accommodate 250 people but is inhabited by more than 400 inmates. This condition not only causes overcrowding but also limits inmates' access to adequate development programs. For example, only around 30% of inmates have access to job training (Firma Umar, 2017). Theoretically, an effective rehabilitation and social reintegration approach refers to the Risk-Need-Responsivity model. This model states that development programs must be tailored to the level of risk, individual needs, and responsiveness of prisoner (Taxman & Smith, 2021). However, in Bulukumba Prison, this approach has not been fully implemented. Development programs are still general in nature without considering the individual needs of inmates, so their effectiveness is low. Normatively, Law No. 12 of 1995 has provided a clear legal basis for the development of inmates. However, implementation in the field is often not in accordance with these regulations. For example, Article 14 paragraph 1 states that prisoners have the right to receive job training, but in reality job training is often not available due to limited funds and facilities.

The problems faced by Bulukumba Prison are closely related to the concept of governance in government science. Poor governance in the management of prisons reflects weak coordination between the central and regional governments, as well as minimal collaboration with the private sector and the community (Taylor & Rynne, 2016; Wooldredge, 2020).

In the context of corrections, the success of social reintegration of prisoners does not only depend on the prison, but also on the role of local government, community institutions, and local communities. The concept of multi-stakeholder governance can be applied to create a more inclusive solution, where all parties are involved in supporting the development of prisoners (Craig, 2004). This study aims to describe the process of prisoner

development at Bulukumba Prison with a focus on analyzing the effectiveness of the development program that has been implemented, identifying the main challenges in its implementation, and compiling strategic recommendations that can increase the success of prisoner development in accordance with the principles of social reintegration and rehabilitation

## 2 | LITERATURE REVIEW

Prisoner rehabilitation is a systematic effort to rehabilitate individuals who have committed violations of the law with the aim of facilitating their reintegration into society. In the context of social theory, various perspectives provide important insights into the dynamics of social control, power, and resocialization in correctional institutions. Foucault (2021) states that correctional institutions serve not only as a means of punishment, but also as a mechanism of control and discipline. Prisons are designed to create "obedient bodies" through strict supervision and regulation of inmate behavior. In the context of correction, this theory highlights how rehabilitation programs can be seen as instruments for instilling desirable social norms, reflecting broader power structures in modern society (Foucault, 2021; Herzog-Evans et al., 2023).

From a functionalist perspective, prisoner development is understood as a resocialization process, in which individuals are re-taught norms and values that are appropriate to society (Crewe, 2024; Peng, 2020). Resocialization occurs through intensive social control, especially in "total institutions" such as prisons (Crewe, 2024). The goal is to change deviant behavior into socially acceptable behavior so that prisoners can function effectively after release. In contrast, conflict theory, which is rooted in Marx's thinking, states that the penal system is often used to maintain the dominance of certain social classes (Haslam & Reicher, 2012). In this case, prisoner development serves to subjugate individuals from lower social classes, ensuring they comply with the norms defined by the dominant group in society..

Another relevant approach is symbolic interactionism, which emphasizes the importance of social interaction in shaping prisoner identity (Kronick & Thomas, 2008). Part of this approach, it states that individuals who are labeled as "criminals" or "convicts" often internalize those labels, influencing their identity and behavior (O'Mara, 2024). In this context, effective coaching should seek to reduce the negative impact of labeling and help prisoners build a positive identity (Rostaing et al., 2015). On the other hand, strengths-based approaches, such as the Good Lives Model, focus on developing individuals' skills and capacities to achieve positive life goals (De Smet et al., 2017). This model emphasizes the importance of meeting essential needs such as health, knowledge, and social relationships as a way to reduce the likelihood of recidivism.

This research is supported by various previous studies. Crewe (2024) exploring the culture of control in the modern correctional system. At the local level, Rahmat et al. (2021) examining the effectiveness of job training in prisons as part of a development program, and several studies analyzing the implementation of correctional policies in Indonesia in the context of human rights (Ali & Farhana, 2023; Rosdianti, 2021). O'Mara (2024) highlights the challenges faced in the social reintegration of prisoners, while Kusumawardani (2022) discussing the importance of the role of the community in supporting the success of the coaching program. At the international level, it provides practical guidance on the development and reintegration of prisoners based on global standards (Narag & Jones, 2017; Ricciardelli et al., 2020).

This study fills the gap in previous studies that generally focus on policies or implementation of guidance at the national level without considering the local context, as well as the lack of research exploring guidance based on local wisdom. This study offers novelty by integrating cultural values that are an important part of the identity of the Bugis-Makassar community, into the process of fostering prisoners at Bulukumba Prison. The focus of this study also includes specific challenges faced in implementing guidance, such as limited human resources and facilities, so as to produce practical solutions that are relevant to local needs. The results of this study are expected to not only



provide a better understanding of local culture-based guidance but also offer strategic recommendations that can be implemented by local and central governments to improve the effectiveness of the correctional system.

### 3 | METHODS

This study uses a descriptive qualitative approach with a case study method at Bulukumba Prison. The research stages were carried out systematically, including data collection through in-depth interviews with 15 purposively selected informants, consisting of 5 prison officers, 5 prisoners, and 5 external parties (such as from BLK and religious institutions), direct observation of the implementation of the development program, and analysis of official documents such as internal reports and related regulations. In addition, this study utilized thematic analysis to identify and explore the main themes that emerged from the data collected. The data analysis technique was carried out using the Miles and Huberman model which includes three main stages, namely data reduction, data presentation, and drawing conclusions. At the thematic analysis stage, the reduced data was analyzed to find recurring patterns and themes that were relevant to the focus of the study. These themes were then categorized, such as themes related to the selection process, implementation of personality and independence development, operational constraints, and program benefits. This process was carried out iteratively to ensure that each theme category reflects accurate and in-depth data. Triangulation was carried out by comparing the results of interviews, observations, and official documents to ensure the validity and reliability of the findings. This thematic analysis approach aims to explore the relationships between various elements that influence the success of coaching programs

### 4 | RESULTS

#### 4.1 | Data Accumulation

This study examines the implementation of prisoner development in Bulukumba Prison with a focus on the selection process, implementation of the development program, the benefits generated, and the obstacles faced. Development is carried out in a structured manner covering aspects of personality and independence, involving external parties and utilizing a humanistic law-based approach. Operational constraints, such as limited human resources, budget, and facilities, are the main challenges that affect the optimization of the program

**Table 1.** Key Findings of The Prisoner Development Program

Categories	Data	Key Finding
<b>Selection and Evaluation Process for Inmates</b>	<ul style="list-style-type: none"> <li>- Selection is conducted by the Correctional Observation Team (TPP).</li> <li>- Criteria: behavior, time served (at least 1/3 of the sentence), rehabilitation potential.</li> <li>- Evaluation by counselors, psychologists, and social workers.</li> </ul>	A strict selection process ensures that only eligible inmates participate in the rehabilitation program, guaranteeing the sustainability of its benefits.
<b>Implementation of Rehabilitation Program</b>	<ul style="list-style-type: none"> <li>- Aspects of the program: personality (spiritual) and independence (skills).</li> <li>- Collaboration with third parties (Vocational Training Centers, Agriculture Department, Ministry of Religious Affairs, Churches).</li> <li>- Rotational programs to ensure participant equity.</li> </ul>	The rehabilitation program is structured and involves various external parties to improve the quality of training.
<b>Focus on Personality Development</b>	<ul style="list-style-type: none"> <li>- Spiritual development: religious study sessions, Quran memorization, spiritual guidance.</li> </ul>	Spiritual development establishes a moral foundation, reducing the risk of recidivism after release.

<p><b>Focus on Independence Development</b></p>	<ul style="list-style-type: none"> <li>- Supported by the Ministry of Religious Affairs, Young Preachers Council, and Churches.</li> <li>- Focuses on behavioral changes and faith enhancement.</li> <li>- Skills taught: welding, carpentry, hydroponics, brick-making, salon services, tailoring, and laundry.</li> <li>- Training outcomes, such as bricks and hydroponic produce, are sold to the public.</li> <li>- Training is supported by certification.</li> </ul>	<p>This program increases inmates' chances of employment or starting their own business after release.</p>
<p><b>Benefits of the Rehabilitation Program</b></p>	<ul style="list-style-type: none"> <li>- Inmates experience a more organized life and acquire new skills.</li> <li>- Some inmates continue using their skills for jobs or businesses.</li> <li>- The program contributes to a safer and more productive society.</li> </ul>	<p>The program significantly improves inmates' skills, morals, and lifestyles, while reducing the risk of recidivism.</p>
<p><b>Program Implementation Challenges</b></p>	<ul style="list-style-type: none"> <li>- Lack of human resources (80 staff for 500 inmates).</li> <li>- Limited budget restricts training.</li> <li>- Inadequate facilities and infrastructure.</li> </ul>	<p>Resource, budget, and facility limitations hinder the program's optimization, while partnering with third parties serves as a temporary solution.</p>

*Source: Data (2024)*

The inmate development process at Bulukumba Prison is designed systematically with initial stages of strict selection by the Correctional Observation Team (TPP), which considers criteria such as behavior, a minimum of one-third of the prison term, and rehabilitation potential. Evaluations involving counselors, psychologists, and social workers ensure that selected inmates have the maximum opportunity to benefit from the development. The development program includes two main aspects, namely personality development and independence. Personality development focuses on spirituality with activities such as religious studies, memorizing the Qur'an, and spiritual guidance, in collaboration with external parties such as the Ministry of Religion and the Young Dai Council, which helps create a moral foundation to prevent repeat criminal acts. On the other hand, independence development includes practical skills training such as welding, hydroponics, and sewing, which are supported by certification and oriented towards market needs. This program has increased the opportunities for inmates to work or start a business after release. Although the benefits are significant in changing lifestyles, improving morale, and reducing recidivism, its implementation is faced with major obstacles such as lack of human resources, limited budget, and inadequate facilities. Temporary solutions in the form of collaboration with external parties have shown effectiveness, but this dependence highlights the need for stronger self-management. The implementation of the program still refers to Law No. 22 of 2022 concerning Corrections, which provides a legal basis for a humanist approach based on the fulfillment of human rights.

#### 4.2 | Inter-Component Relationships in the Prisoner Development Program

Analysis was conducted to describe the relationship between various key elements in the inmate development program at Bulukumba Prison. Through a diagram showing key interactions, such as the involvement of many external parties, positive changes in inmates, focus on spirituality and practical skills, and constraints such as limited human resources, funds, and facilities. This relationship provides a comprehensive insight into how development is carried out, the challenges faced, and its impact on inmate rehabilitation.

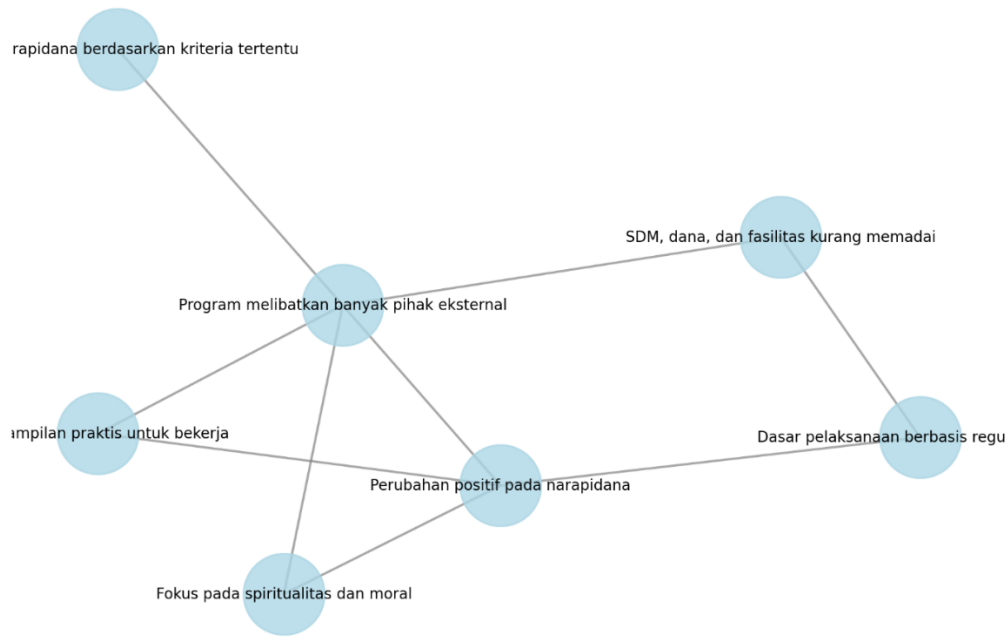


Figure 2. Thematic Analysis of Prisoner Development Program

**Selection and Evaluation Process ↔ Implementation of the Guidance Program**

Relationship: The selection and evaluation process is the initial step before prisoners can participate in the guidance program. The selection is carried out by the Correctional Observation Team (TPP) based on criteria such as behavior, time served (at least one third of the sentence), and the results of the TPP trial. This process ensures that only prisoners who meet the requirements can participate in training and guidance as needed.

Meaning: Proper selection is the key to the success of the guidance program by involving prisoners who have the potential for rehabilitation and are ready to change.

**Implementation of the Guidance Program ↔ Personality Guidance**

Relationship: Personality guidance is one of the main components in the implementation of the guidance program. Activities such as spiritual training, religious studies, memorizing the Qur'an, and psychological assistance are designed to shape prisoners who are better mentally and spiritually.

Meaning: Personality guidance helps prisoners improve their morals, ethics, and faith, thus contributing to the success of their social reintegration after release.

**Implementation of Guidance Program ↔ Guidance for Independence**

Relationship: Guidance for independence involves skills training, such as agriculture, welding, carpentry, and small businesses. This program aims to provide work skills that can be applied after prisoners leave prison.

Meaning: Guidance for independence prepares prisoners economically so that they are independent and do not return to crime due to economic pressure.

**Implementation of Guidance Program ↔ Program Constraints**

Relationship: The implementation of the guidance program is inseparable from constraints, such as limited human resources, budget, facilities, and infrastructure. In addition, the quality of human resources (HR) of prison officers is also an obstacle, so cooperation with third parties is needed.

Meaning: This constraint shows that the guidance program requires external support, such as collaboration with government agencies, training institutions, and religious organizations.

#### **Implementation of Guidance Program ↔ Program Benefits**

Relationship: The benefits of the guidance program include changes in inmate behavior, increased skills, and readiness to face life after prison. Inmates who have participated in the program show progress, such as starting a business or getting a job after being released.

Significance: This relationship reflects the positive impact of the guidance program on inmates, both individually and socially.

#### **Program Constraints ↔ Legal Basis**

Relationship: Legal basis such as Law No. 22 of 2022 provides the basis for implementing the guidance program. However, obstacles often arise due to implementation limitations, such as insufficient funding to meet the established standards.

Significance: This relationship shows that regulations need to be supported by adequate resource allocation to achieve guidance goals optimally.

#### **Program Benefits ↔ Legal Basis**

Relationship: The legal basis supports the achievement of program benefits through the implementation of human rights-based policies, such as reducing prison terms through assimilation and rehabilitation-based guidance.

Meaning: Regulations provide a framework that allows programs to produce real benefits for inmates.

#### **Selection and Evaluation Process ↔ Program Benefits**

Relationship: Evaluation of inmates during the development program ensures that they receive benefits that are appropriate to their individual needs and conditions. This process includes an assessment of behavioral changes and skills acquired.

Meaning: Proper selection and evaluation determine the success of the program in providing optimal benefits for inmates.

#### **Program Constraints ↔ Independence and Personality Development**

Relationship: Budget and human resource limitations affect the implementation of personality and independence development. For example, certain skills training cannot be carried out due to a lack of instructors or raw materials.

Meaning: This constraint shows the importance of strategic planning and collaboration with external parties to support the sustainability of the development program.

#### **Implementation of the Development Program ↔ Legal Basis**

Relationship: The implementation of the development program must refer to the legal basis that regulates the objectives, patterns, and mechanisms of prisoner development. The implementation of this policy is a guide in designing and running the development program.

Meaning: This relationship emphasizes the importance of compliance with regulations to ensure the program runs in accordance with the principles of justice and human rights.



### 4.3 | Thematic Analysis

Thematic analysis of the implementation of the prisoner development program in Bulukumba Prison describes various interrelated dynamics in the development system, from the selection process to implementation obstacles. The main findings show that the selection and evaluation of prisoners by the Correctional Observation Team (TPP) plays an important initial step. This process aims to ensure that prisoners who meet the criteria, such as behavior, minimum sentence, and rehabilitation potential, can participate in the development program. However, there is criticism that selection is often based on criteria that may be less inclusive, such as length of sentence, so that it does not fully represent the needs of prisoners. In addition, evaluations that are not yet fully transparent and based on quantitative data are a challenge in measuring the success of the program objectively. To overcome this, it is recommended to increase transparency in the selection process and use data-based success indicators.

The implementation of the development program, although providing significant benefits, still faces various obstacles. The independence and personality development program is often constrained by limited human resources, budget, and infrastructure. This affects the smooth implementation of the program and strengthens dependence on external parties, such as training institutions, related agencies, and religious organizations. This dependency, although it helps overcome internal limitations, creates a risk to the sustainability of the program if cooperation with external parties stops. To reduce this dependency, intensive training for prison officers to improve internal competencies is a solution that can be attempted. In terms of benefits, the coaching program has shown a positive impact on prisoners, including improving work skills, changing behavior, and strengthening spirituality. However, not all prisoners have equal access to this coaching program, mainly due to the limited number of participants who can be involved in one program cycle. In addition, the absence of a post-release support system is a weakness in ensuring the sustainability of benefits obtained by prisoners after leaving prison. Therefore, it is recommended to establish a post-release monitoring system to ensure that the benefits of the program can be felt continuously.

The legal basis, such as Law No. 22 of 2022 concerning Corrections, provides a clear framework for the implementation of the rehabilitation program, especially in prioritizing human rights. However, the implementation of this regulation is faced with operational constraints, such as the lack of adequate budget allocation and limited competent human resources. In this context, supervision of the implementation of the regulation is important, including involving external institutions to ensure that the implementation of rehabilitation is in accordance with human rights principles. Overall, this analysis shows that although the rehabilitation program has provided real benefits for prisoners, there are many challenges that affect the optimization of the program. Therefore, better strategic planning, adequate budget allocation, increased internal capacity, and a more integrated monitoring system are needed to support the sustainability of the program's benefits. A collaborative approach across institutions and community involvement are also key elements in overcoming the various obstacles faced by the rehabilitation system at Bulukumba Prison

## 5 | DISCUSSION

Systems theory understands public organizations as open systems consisting of input, process, output, and feedback elements. In the context of the inmate development program at Bulukumba Prison, these elements can be identified as follows:

- Input: Legal basis such as Law No. 22 of 2022, human resources, and cooperation with third parties.
- Process: Implementation of the development program involving inmate selection by the Correctional Observation Team (TPP), training, and evaluation.
- Output: Benefits in the form of work skills, behavioral changes, and increased inmate spirituality.
- Feedback: Program evaluation is used as a basis for improving implementation in the future.



In theoretical analysis, the involvement of external parties in program implementation reflects the importance of the external environment as part of the system (Namazi & Rezaei, 2024). However, this development system shows a high dependence on third parties, which can threaten sustainability if the cooperation is not extended. In addition, feedback elements have not been optimally integrated, so that program improvements are often hampered by internal constraints such as budget and human resource limitations. Therefore, it is important to develop a more structured and data-based feedback mechanism so that the evaluation process can provide clear input for future program development.

Meanwhile, the concept of good governance emphasizes principles such as participation, accountability, effectiveness, efficiency, and transparency in public administration (Setyasih, 2023). In the prisoner development program at Bulukumba Prison, these principles can be seen from several key elements:

- Participation, Active involvement of third parties, such as the Department of Agriculture, the Job Training Center (BLK), and religious institutions, which support the implementation of the development program.
- Accountability, Evaluation by the TPP and the prison leadership is a form of internal accountability to ensure that the program runs according to target.
- Transparency, Transparency is seen in the delivery of evaluation results to prisoners.

However, the implementation of these principles still has weaknesses. Accountability and transparency are still limited to the internal scope and have not involved supervision from the community or independent institutions. In addition, community participation in program evaluation is also minimal. To overcome these weaknesses, it is recommended to expand community participation in program evaluation and increase transparency through open reporting to the public regarding the results and impacts of the development program. This can also increase public trust in correctional institutions. where the success of the system is highly dependent on the integration of feedback in program improvement (Rachmayanthy et al., 2020; Sari & Nuqul, 2017; Sutoyo et al., 2023)

Several studies have highlighted that prisons that are more proactive in utilizing feedback evaluation data can result in more effective coaching (Gashi, 2021; Johnston & Holt, 2021). In the research findings at Bulukumba Prison, feedback has not been optimally integrated, so that the evaluation-improvement cycle has not run well. This shows that Bulukumba Prison needs to strengthen data-based evaluation mechanisms to align with the best practices found in the study. The absence of a systematic evaluation system at Bulukumba Prison has the potential to hinder the adaptation of programs to the evolving needs of prisoners. This is different from the assumption that a data-based system is able to increase the efficiency of coaching through fast and specific feedback (Peng, 2020).

The importance of collaboration between the public, private, and community sectors to solve complex problems. In implementing the coaching program, Bulukumba Prison has implemented the principle of collaborative governance through collaboration with third parties, such as BLK, the Ministry of Religion, and the Young Dai Council. These third parties play an important role in providing skills training and spiritual guidance that cannot be fully provided by the prison internally. This collaboration demonstrates the principle of a win-win solution, where third parties get the opportunity to contribute, while the prison can overcome internal limitations (Lacey, 2023). However, excessive dependence on external parties creates risks to the sustainability of the program if the collaboration is not extended (Larsen et al., 2021). To address this, it is recommended that prisons increase their internal capacity through training for prison officers so that they can carry out most of the programs independently. In this way, dependence on external parties can be reduced without sacrificing the quality of guidance (Larsen et al., 2022; Larsen & Hean, 2021).

According Moore (1995), Public administration must create public value through services that not only meet the needs of the community but also increase trust in the government. In this context, the prisoner development program at Bulukumba Prison has created public value by providing real benefits to prisoners and the community.

The development program allows prisoners to gain job skills, experience behavioral changes, and improve their spirituality. These benefits not only help prisoners become more productive individuals but also contribute to community security by reducing recidivism. However, budget and human resource constraints limit the scale of public value that can be created by this program. For example, only a small number of prisoners can participate in the development program in one cycle, while resource constraints hinder the development of a broader program. To increase the public value generated, the government needs to strengthen investment in this development program, both through larger budget allocations and through more intensive cross-agency collaboration.

Rehabilitation programs must create public value through direct benefits to the community and inmates (McLeod et al., 2021). Bulukumba Prison has shown positive results in improving the work skills and spirituality of prisoners, similar to Nusakambangan Prison, showing that development programs that focus on work skills produce greater public value through reduced recidivism (Archibong & Obikili, 2023). Public value is not only measured by the direct benefits to prisoners but also its impact on community security (Paanakker, 2021). In Bulukumba Prison, budget constraints limit the number of prisoners who can participate in the rehabilitation program, so the scale of public value generated is smaller compared to Nusakambangan Prison. This emphasizes the need for greater investment to expand the scope of the program. The lack of program capacity in Bulukumba Prison shows that the benefits provided to the community through prisoner rehabilitation are not yet optimal. This confirms that limited coaching programs can create inequality in access and influence public perception of the effectiveness of rehabilitation (McDonald-Kerr & Boyce, 2024).

In public administration, human resource (HRM) management plays a vital role in ensuring the success of public programs and services. The coaching program at Bulukumba Prison shows gaps in HRM management. The lack of HRM, both in terms of quantity and quality, is a major challenge in implementing the program. The less than ideal ratio of prison officers to prisoners (80 officers to 500 prisoners) reflects the urgency of reforming HRM management. In addition, the lack of training for prison officers shows an imbalance in internal competency development.

The dependence on third parties for the implementation of coaching programs reflects the urgent need to improve the internal competency of prison officers. To address this gap, it is recommended that the government increase the budget allocation for officer training. Intensive training will enable prison officers to run coaching programs independently, thereby reducing dependence on external parties and increasing the overall capacity of the organization (Sutoyo et al., 2023).

Human resource management in public administration emphasizes the importance of developing competencies and planning human resources according to needs. Research in Bulukumba Prison shows a shortage of human resources both in terms of quantity and competence, so that program implementation depends on external parties (Van Hout & Mhlanga-Gunda, 2019). This confirms that internal training can reduce dependence on external parties and increase the effectiveness of coaching programs. This is in contrast to the findings in Bulukumba Prison, where the lack of training for officers led to a competency gap. The imbalance in human resource management in Bulukumba Prison shows that budget allocation priorities are not directed at internal development. In the long term, this can hinder innovation and sustainability of coaching programs (Nazim & Haider, 2023; Rachmayanthi et al., 2020; Wooldredge, 2020).

## 6 | CONCLUSION

This study concludes that the coaching program in Bulukumba Prison has provided significant benefits in improving work skills, spirituality, and morals of prisoners. However, the implementation of this program faces major obstacles in the form of limited human resources, budget, and facilities, which affect the sustainability and effectiveness of the program. Strengthening the internal capacity of prison officers, increasing budget investment, and more

strategic collaboration with external parties are recommended as solutions to improve the success of prisoner coaching and ensure the sustainability of the program.

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## Disclosure Statement

The authors declare that has no relevant or material financial interests that relate to the research described in this paper.

## Data Availability Statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

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