

Exploring the Dynamics of Interpersonal Communication in Inmate Rehabilitation Programs at LAPAS KELAS II A Kendari

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Abstract

This study aims to determine the interpersonal communication of LAPAS employees in fostering assisted citizens in class II A Kendari Penitentiary. The research method used is descriptive qualitative, data collection in this study uses qualitative methods by observation, interviews, documentation, and data analysis. This research involved 9 resource persons, namely 5 LAPAS employees and 4 assisted residents. The results showed that interpersonal communication of LAPAS employees in fostering fostered citizens involved several main aspects, namely. Openness from LAPAS employees is listening to complaints, opinions, or ideas, providing good service, and clearly providing information about the rules. Empathy of LAPAS employees understands and cares. The supportive attitude of LAPAS employees is in the form of moral support, material support, and assimilation support. The positive attitude of LAPAS employees is to be a good role model, control emotions, direct fostered residents in a good direction. The equality aspect of LAPAS employees is to be fair without any discrimination. Supporting factors for coaching are stakeholders, moral support from employees, premium wages for fostered residents, and security employees. The inhibiting factors of coaching are low awareness of fostered residents, low employee competence, and limited budget. This research shows that LAPAS employee need to receive continuous training and development as well as adequate internal support and resources. For the inmates, it is important to have programs that increase their awareness, provide more opportunities to get involved, incentives to participate. Meanwhile, the government needs to provide policy support, increase funding, and collaborate with various parties to improve interpersonal communication in fostering inmates.

Keywords: *Coaching; Fostered Citizen; Interpersonal Communication*

1. Introduction

Carrying out the development of prisoners and correctional students is functioned of LAPAS According to Priyanto (Wicaksono and Aryono 2020). The term LAPAS was previously known in Indonesia, was called by a prison. LAPAS is a Technical Implementation Unit under the Directorate General of Corrections of the Ministry of Law and Human Rights. LAPAS is the final stage of the criminal justice system. The criminal justice system itself consists of 4 (four) sub-systems, namely the Police, Prosecutor's Office, Court, and Detention Center / Penitentiary. LAPAS as a forum for prisoner development based on the correctional system strives to realize integrative punishment, namely fostering and restoring good and useful community life unity. In other words, LAPAS carries out rehabilitation, reeducation, resocialization, and protection of both the target population and the community in the implementation of the correctional system.

There are several phenomena that occur in prison, one of which is drug smuggling that occurred in the Kendari Class II A Prison but was successfully failed by the Prison Employees (La Ode Muh. Deden Saputra 2023). The smuggling was in the form of 28.5 grams of methamphetamine narcotics packaged in a rice box to be deposited with one of the inmates. Prison employees succeeded in thwarting the smuggling on Monday, August 7, 2023 at around 16.30 WITA. This will have an impact on an unsafe and unhealthy prison environment and can affect the behavior and mental state of inmates so that it can interfere with the rehabilitation process and extend the detention period.

The effort that needs to be done by LAPAS employees is to make them aware by conducting coaching. The results of the researcher's initial interview with the LAPAS Supervisor on September 7, 2022, LAPAS officials explained several coaching implementations carried out at Class II A Kendari PRISON, namely: (a) Independence development includes education and skill development that has the aim of improving personal abilities and effectuating the personal potential of prison-assisted residents through physical coaching, skill development and general education. Physical coaching is carried out periodically, while skill development is carried out in the form of work activities. The skill programs carried out by LAPAS Class II A Kendari include service activities, carpentry, handicrafts, agriculture, entrepreneurship, tailoring clothes and several other types of skills. In fostering this skill activity, Kendari Class IIA Prison also collaborates with third parties. (b) Personality formation includes spiritual and mental formation. Spiritual formation aims to make fostered citizens improve their relationship with their God. For Muslims in the construction carried out in the mosque located in Class II A Kendari prison, the formation

activity is referred to as *pasantren*. As for non-Muslims doing their worship in church. Mental coaching aims to make fostered citizens improve attitudes, understanding and behavior, activities in conducting mental coaching are scout activities. This guidance is very important so that communication between LAPAS employees and fostered residents can be more effective, and this method can provide information and references made by employees in coaching and provide other positive activities for fostered residents.

Initial observations were also made by researchers at LAPAS Class II A Kendari to find out how communication between employees and fostered residents. The interaction between employees and fostered residents looks so good, both build relationships and an interpersonal communication. During initial observations on September 7, 2022, researchers saw and heard the way they communicated, a resident was seen cleaning up and tidying up the scattered garbage and an employee told them to rest if they were exhausted. The language used by the employee is very polite, it is clear that the employee considers the fostered citizen equal to himself being treated like an ordinary person, even though we know the fostered citizen is a person detained due to a criminal act he committed.

During communication between LAPAS employees and assisted residents, what really needs to be considered is the quality of communication. So that what is expected to be established is interpersonal communication. The purpose of interpersonal communication in fostering fostered citizens is to be able to influence the attitudes and behaviors of fostered citizens to change into better people.

Interpersonal communication will be effective in influencing the coaching process so it is necessary to emphasize openness, supportive attitude, empathy, equality, and positive traits according De Vito (Irawan 2017). In interpersonal communication, openness is a positive attitude, because with openness, interpersonal communication will take place in a fair, transparent, two-way manner, and can be accepted by all parties communicating. Empathy is the effort of each party to feel what other people feel, and can understand the opinions, attitudes, and behavior of other people. Effective interpersonal relationships are when there is a supportive (supportive) attitude. This means that each party communicating has a commitment to support open interactions. A positive attitude is demonstrated by several types of behavior and attitudes, including respecting other people, thinking positively about others, not being overly suspicious, believing in the importance of other people, giving praise and appreciation, commitment, and cooperation. Equality is the recognition that both parties have interests, are equally valuable and valuable, and need each other. Equality in question is

in the form of recognition or awareness, as well as a willingness to place oneself on an equal footing with communication partners.

Interpersonal communication as a communication between two individuals or a few individuals, which interact with each other, according to Wiryanto (Ety Nur Inah dan Melia Trihapsari 2019), giving feedback to each other. Interpersonal needs are different for everyone. Understanding your interpersonal needs will help you understand their communication behavior. The author is interested in conducting research in Class II Prisons because it is based on various existing theories that interpersonal communication is effective communication in changing the attitudes and behaviors of fostered citizens for the better, because interpersonal communication contains openness, empathy, mutual support, positive attitudes and equality.

Research conducted (Sartika et al. 2020) the study aimed to understand the interpersonal communication of Class II A Banda Aceh Correctional Facility officers in guiding drug inmates and to identify the factors that hinder and support this process. The study concluded that the inmate guidance program had been well-implemented, with interpersonal communication in the guidance of drug inmates at Class II A Banda Aceh Correctional Facility meeting five indicators: openness, empathy, supportive attitude, positive attitude, and equality. The obstacles encountered included differences in psychological backgrounds, experiences, and human resources at the Correctional Facility. Supporting factors included employee loyalty, cooperation among employees, facilities and infrastructure at the Correctional Facility, developed programs, and community support for the Class II A Banda Aceh Correctional Facility.

Previous research with this study has similarities in aspects of interpersonal communication involving five important aspects, namely openness, empathy, supportive attitudes, positive attitudes, and equality. However, there are several things that are different, if the previous research subject was narcotics prisoners, but this study has a broader research subject, namely prisoners with a prison term of more than five years with various prisoner cases. This research was conducted to see the dynamics of interpersonal communication can be different in prisons with different classes or in different regions. This research can explore how the dynamics of interpersonal communication vary across prisons in Indonesia. So that this research can make a significant contribution in understanding and developing more effective communication strategies in prisoner rehabilitation programs in various locations and contexts.

This research ensures alignment between the issues identified, the objectives set, and the new approach taken. The researchers recognize the importance of interpersonal communication in helping inmates change and reintegrate into society. The objective of the researchers is to understand how interpersonal communication can aid in the rehabilitation of inmates at Class II A Kendari Correctional Facility. The researchers aim to find out how this communication takes place at the facility and how it affects inmate behavior and their reintegration into society. This research is novel because it uses a research method that has not been widely used and focuses on Class II A Kendari Correctional Facility, which has not been extensively studied before.

Therefore, the author wants to know how interpersonal communication is carried out by employees in fostering Kendari Class II A, so that fostered residents return to being a good community and do not commit crimes that violate state rules. From this presentation, researchers were interested in conducting research entitled "*Exploring the Dynamics of Interpersonal Communication in Inmate Rehabilitation Programs at LAPAS KELAS II A Kendari.*"

2. Methods

This study uses a qualitative method applied to the condition of natural objects to analyze the interpersonal communication of LAPAS employees in fostering inmates in the Class II A Kendari Correctional Institution. The researcher plays a key instrument. Data collection is carried out by triangulation, combining various methods, and data analysis is inductive to produce hypotheses or theories based on field facts.

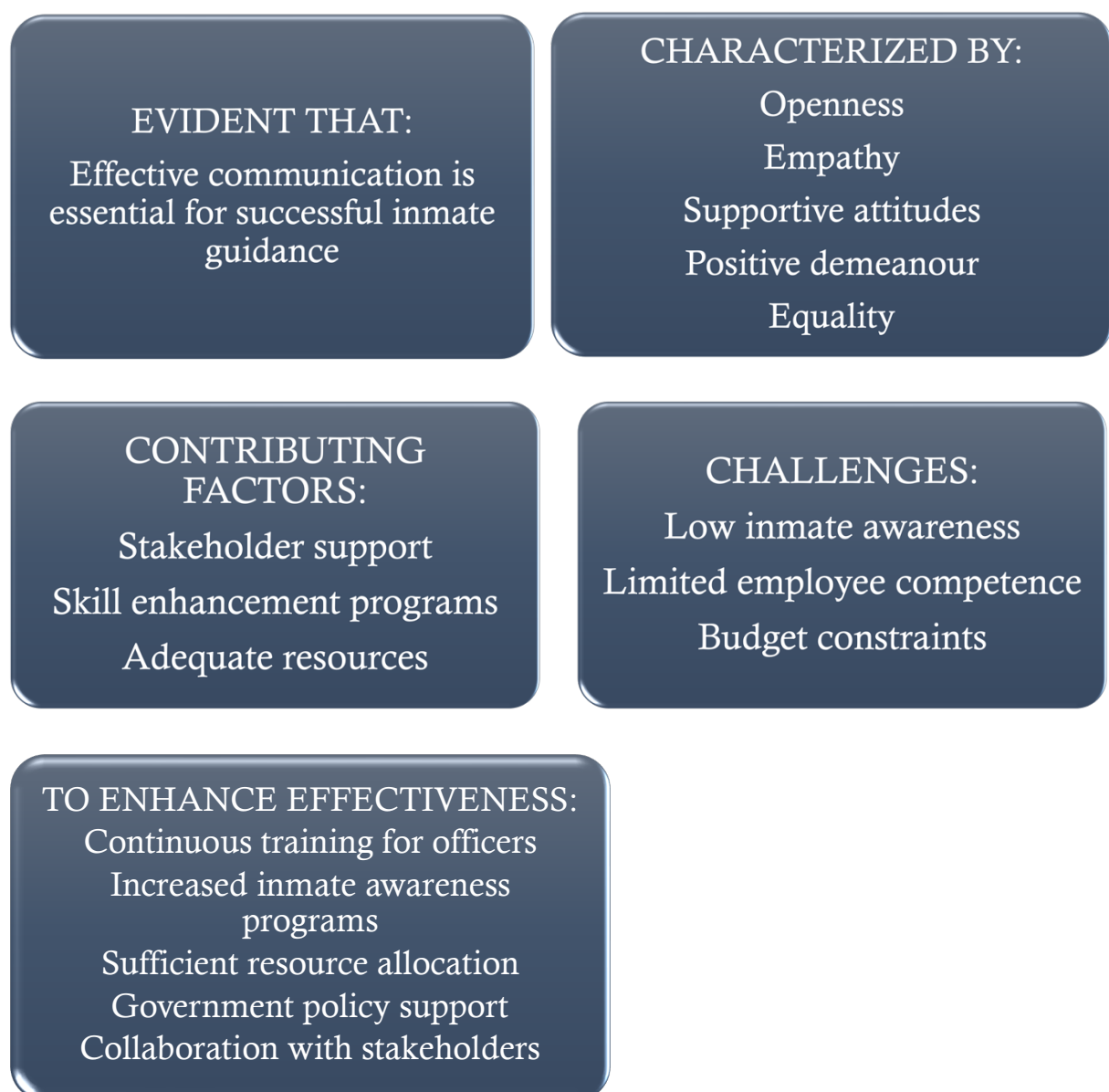
The research was conducted from January to May 2023 at the Class II A Kendari Correctional Institution, Southeast Sulawesi. The informants were selected using purposive sampling, consisting of 5 LAPAS employees with a minimum working period of 8 years and 4 inmates with a minimum stay period of 5 years. Data collection techniques include observation, interviews, and documentation. Data analysis was carried out through data reduction, data presentation, and conclusion drawn, with the validity of the data tested using triangulation of sources, techniques, and time.

Primary data sources are obtained directly from informants, while secondary data comes from literature and related documents. Observations were carried out to understand the phenomenon of interpersonal communication, interviews to obtain in-depth information, and documentation to complete the research data. The main research instruments are researchers, assisted by recording tools, stationery, and interview and observation guidelines.

The research approach used is a descriptive approach. This approach focuses on understanding the experiences and perceptions of the research subjects, namely prison employees and inmates, regarding interpersonal communication that occurs in the Class II A Kendari Correctional Institution. This approach allows researchers to explore and understand the deep meaning of interaction and communication in their natural context.

3. Findings and Discussion

The findings derived from interpersonal communication between correctional officers and inmates at Class II A Kendari Correctional Facility are depicted in the following diagram:



3.1 Interpersonal Communication of Prison Employees in Fostering Assisted Citizens in Class II A Kendari Correctional Institution

3.1.1 Openness

From the results of research that has been conducted that there is openness in interpersonal communication between LAPAS employees and fostered residents. LAPAS employees have an open and transparent attitude in carrying out their duties as Correctional Supervisors. They inform the rights of fostered citizens regulated by laws and regulations and provide the best service to fostered citizens. LAPAS employees also provide opportunities for assisted citizens to express their complaints, opinions, or ideas. They listen to complaints and input from fostered residents, especially related to coaching and service programs within LAPAS. This is done with the aim of improving and advancing the development of fostered citizens.

LAPAS employees also help assisted citizens who need help or are facing problems, whether it is related to family or other matters. They provide solutions and provide the necessary information to help fostered citizens. In interpersonal communication between prison officials and prisoners, openness and transparency are important factors. LAPAS employees convey information about procedures, rules, and policies that apply in LAPAS clearly and regularly. They also conduct legal counseling to assisted citizens to ensure an understanding of their rights and responsibilities.

However, the level of openness and closeness between prison employees and assisted citizens can vary. Some LAPAS employees have more closeness and involvement with the target community, providing motivation and guidance. However, not all employees have the same level of closeness, and not all fostered citizens feel comfortable to raise their personal concerns.

Johnson (Dzakirah 2021) defines self-openness, which is sharing with others our feelings about something that has been said or done, or our feelings about events we have just witnessed. Psychologically, if individuals want to open up to others, then the other person they talk to will feel safe in interpersonal communication which eventually the other person will also open up.

The concept of self-openness that understands the sharing of feelings towards others, this study shows openness in interpersonal communication between LAPAS employees and fostered residents. LAPAS employees actively inform the rights of assisted residents, provide opportunities for them to express complaints, opinions, and ideas, and listen to complaints and

input from assisted residents. This action reflects an open and transparent attitude in carrying out coaching duties.

In the theory, the concept of self-openness also involves a positive response from others after the individual opens up. In this study, the positive response of LAPAS employees to the openness of fostered residents is reflected in their efforts in providing solutions, providing assistance, and providing information needed by fostered residents. It builds trust and encourages the participation of fostered citizens in the coaching process. However, there are variations in the level of openness and closeness between prison employees and assisted citizens. Some prison employees have a closer relationship with the target residents, which results in more intensive motivation and guidance, although not all employees and residents experience this.

3.1.2 Empathy

Based on the findings of the researchers, the empathetic attitude of LAPAS employees towards fostered residents is to understand the feelings of fostered residents, and care about the problems faced by fostered residents. Although LAPAS employees have empathy for the fostered residents, LAPAS employees cannot understand one by one the feelings of the fostered residents as a whole, due to the large number of fostered residents. However, they are able to be empathetic when meeting in person or still within reach. A persuasive and dialogue approach is used by LAPAS employees to help assisted citizens who are having problems or are in a state of sadness and anger.

LAPAS employees certainly help find solutions and provide direction to be able to control negative feelings. The empathy of LAPAS employees also triggers empathy from fostered residents. Empathy from fostered residents to LAPAS employees is an attitude of care and understanding. So if there is no caring attitude from LAPAS employees towards the target residents, it will have a negative impact on the LAPAS itself, then the construction residents will feel sad, inversely if the empathetic attitude of LAPAS employees can generate empathy in the built residents and help build good relationships between them.

In addition, the empathetic attitude of LAPAS employees can also help fostered residents build a positive self-concept. Thus, the empathetic attitude of LAPAS employees can have a positive impact on fostered residents and assist in their rehabilitation efforts and preparation for life after leaving LAPAS.

Empathy is when a person is able to feel what others feel. In addition, empathy is a person's ability to know what another person is experiencing at a certain moment, from the other person's point of view and perspective (Dzakirah 2021).

Based on the theory, empathy involves someone who is able to feel the feelings of others. The empathetic attitude of LAPAS employees towards fostered residents shows a sense of concern and understanding of the feelings experienced by fostered residents. According to Freud (Rakhmat and Surjaman 1999) empathy is considered as understanding others that has no emotional meaning for us.

According to (Rakhmat and Surjaman 1999), there is a difference between empathy and sympathy. Sympathy implies placing oneself imaginatively in the other person's shoes, whereas empathy is participating emotionally and intellectually in the experience of others without putting oneself in their shoes. In the context of LAPAS employees, having an empathetic attitude towards fostered citizens is considered important. Empathy limits prison officials to only understanding and listening to the emotions of the fostered residents, without placing themselves in the problems faced by the foster, thus maintaining a professional distance between the coach and the coach.

The empathy created will create comfort in Kendari Class II A prison. This not only makes fostered citizens feel valued, heard, and understood, but also increases their enthusiasm in participating in the coaching program. The empathetic attitude of LAPAS employees not only helps provide solutions and direction to fostered residents, but also triggers the emergence of empathy from fostered residents to LAPAS employees. It builds a good relationship between the two and helps fostered citizens build a positive self-concept. Thus, the empathetic attitude of LAPAS employees not only has a positive impact on the assisted residents but also contributes to their rehabilitation efforts and preparation for reintegration into society after leaving LAPAS.

3.1.3 Supportiveness

The findings of the researchers, it can be concluded that the attitude of supporting LAPAS employees towards fostered residents consists of several supports; (a) Moral support is a support that is very inherent in coaching, moral support provided in the form of advice, guidance, and approaches to fostered residents. (b) Material support as well as LAPAS employees providing assisted citizens one example of the case is helping the cost of medical care for assisted citizens who cannot afford it. (c) Support in the form of assimilation also

exists where the fostered citizen has the right to leave after reaching 2/3 of the sentence period taking into account the behavior of the fostered citizen. LAPAS employees provide support in conditions of decline, sadness or in the process of formation such as spiritual formation. And in these conditions, the support can be in the form of motivation for fostered residents to remain strong in serving their sentences, while the support from fostered residents for LAPAS employees is only participating in the coaching process.

So it is very important that there is support from LAPAS employees to the target community and the impact of supporting attitude is if LAPAS employees can provide various forms of support to the target residents. Then it can help build trust and positive relationships between employees and fostered residents. Assisted citizens also have a role in providing support to employees by participating in coaching programs. Overall, a supportive attitude from employees and fostered citizens can lead to a more positive and effective prison environment.

According to Wiryanto (Dzakirah 2021), support is an open situation to support effective communication. Interpersonal communication will be effective if there is supportive behavior in a person. One with the other gives each other support to the message conveyed. Based on this theory, support is an open situation to support the coaching process. From the results of the study, there were several supports from LAPAS employees to assisted residents, namely moral support, material support, and assimilation support. Moral support from LAPAS employees to assisted residents in the form of motivational encouragement and advice when fostered residents are in trouble. Material support provided by LAPAS employees to assisted residents can be in the form of facilities in the coaching process, especially in terms of fostering independence. Assimilation support is a process of fostering prisoners and correctional students which is carried out by integrating prisoners and correctional students in community life (Jufri & Anisariza, 2017) assimilation support from LAPAS employees to fostered residents can help assisted citizens adapt back to society after release.

Providing support to fostered citizens greatly affects the effectiveness of the coaching process, because fostered residents will be motivated and enthusiastic to follow the coaching process. Prison Class II A Kendari employees managed to achieve positive results in interpersonal communication by using a supportive attitude. This supportive attitude is reflected in the willingness and ability of LAPAS employees to help assisted citizens understand the rules, overcome problems, and achieve coaching goals. This results in positive encouragement for fostered citizens to change behavior and improve skills. The supportive

attitude also builds a trusting relationship between LAPAS employees and fostered residents, creating a conducive environment for coaching.

3.1.4. Positiveness

Based on the findings of the researchers, it can be concluded that Class II A Kendari Prison Employees strive to be a good example for fostered residents and provide very positive coaching. Although there are feelings of resentment and anger towards the residents who do trouble in LAPAS, LAPAS employees certainly control their emotions and have no resentment. In dealing with the behavior of assisted citizens who do problems, LAPAS officials usually give reprimands. If the assisted citizens do a very big problem and violate the rules, they will be sanctioned according to the rules or procedures set. The assisted residents also showed a positive attitude to LAPAS employees by obeying the rules and being able to control their emotions.

So the impact of positive attitudes of LAPAS employees towards fostered residents, such as being good role models and providing effective coaching, has a significant impact. LAPAS employees who become role models are able to influence fostered residents to imitate positive behavior. Good construction helps in the process of building built citizens. In addition, the positive attitude of LAPAS employees increases the compliance of fostered citizens with rules, and improves security and welfare. This creates a better environment within the prison and prepares prisoners for life after release.

According to Wiryanto (Dzakirah 2021) a positive attitude is that a person must have positive feelings towards himself, encourage others to participate more actively, and create a conducive communication situation for effective interaction. This theory states that a person's positive attitude affects effective interaction and communication, if associated with this study shows a positive attitude towards fostered citizens by being a good example and providing effective coaching. The positive attitude of LAPAS employees, such as controlling emotions, not having resentment, and giving reprimands and sanctions according to the rules, reflects a good attitude and supports the development of fostered residents. LAPAS employees become role models for fostered residents and are able to influence them to imitate positive behavior. This positive attitude creates a conducive environment within the prison and helps increase the compliance of fostered citizens with the rules.

Thus, the positive attitude of LAPAS employees in this study had a significant impact. This positive attitude helps in the process of fostering fostered citizens, improving security and well-being within LAPAS, and preparing fostered citizens for life after release. This is in

accordance with Wiryanto's theory which states that a person's positive attitude encourages the active participation of others and creates a conducive communication situation. This study shows a correlation between the positive attitude of LAPAS employees with effective coaching and its effect on fostered residents. This positive attitude supports the concept of positive attitude stated by Wiryanto's theory in creating effective interaction and communication.

3.1.5. Equality

The findings of the researcher showed that Class II A Kendari Prison employees showed an equal attitude towards fostered residents by providing equal treatment and without discrimination. They also try to provide fair treatment according to the needs of each fostered citizen. In addition, special treatment is given to certain groups such as elderly fostered citizens, taking into account their comfort and needs.

In the view of LAPAS officials, the built citizens are considered equal in position as fellow human beings, but in the context of construction there are differences in attitudes and distances between the builder and the built. However, in the context of humanity, they are considered equal before God. From the point of view of prisoners, prison employees are considered noble jobs because they help prisoners while in prison. They provide attention and assist in administrative management and facilitate the process of remission, parole leave, and parole. So the impact of this attitude of equality is to create a fairer environment within LAPAS, where fostered citizens feel treated well and get the attention they deserve. It also reflects respect for the dignity and human rights of every individual, regardless of their background or condition.

Table 1. Interpersonal Communication of Prison Employees in Fostering Assisted Citizens in Class II A Kendari Correctional Institution.

Communication Aspect	Description
Openness	Listening attentively to complaints, opinions, and ideas, and providing clear information.
Empathy	Understanding and feeling the emotions of others with full comprehension.
Support	Providing moral, material, and assimilation support to communication partners.
Positive Attitude	Showing an optimistic attitude, controlling emotions, and setting a good example.
Equality	Treating all parties fairly without discrimination.

According to Wiryanto (Dzakirah 2021), equality is a silent recognition that both parties appreciate, are useful, and have something important to contribute. Wiryanto's theory says that equality involves recognition and appreciation of each individual's value and contribution. Kendari Class II A Prison employees show equality by providing equal treatment and without discrimination to fostered residents. They deal with fostered citizens fairly according to their needs, even paying special attention to groups such as elderly fostered citizens.

LAPAS employees see fostered citizens as the same human beings as them, despite differences in attitudes and distance in the context of coaching. Assisted citizens also appreciated the role of LAPAS employees who assisted them in prison, provided attention and administrative assistance, and facilitated the release process. It shows an appreciation for the value of each individual, in accordance with the concept of equality in Wiryanto's theory. This fair treatment and appreciation reflects the attitude of equality held by LAPAS employees, where both parties are considered to have important values and contributions.

3.2 Supporting and Inhibiting Factors Faced by Officers in Building Assisted Citizens in Kendari Class II A Correctional Institution

3.2.1. Supporting factors

Based on the researchers' findings, it can be concluded that there are several supporting factors that assist in the process of guiding inmates, including:

a. Stakeholder Support

1) Government

Class II A Kendari Correctional Facility receives support from the government in the form of land provision for farming activities. The government also collaborates with the agricultural department, which sends trainer instructors to assist inmates in farming. Based on interview findings:

"Stakeholders, that's the most important... from the community as well..." (Agus Risdianto, Correctional Officer, Class II A Kendari Correctional Facility, January 20, 2023. Interview conducted by the researcher)

2) Community

The community with open-minded attitudes and without stigmatizing inmates as law offenders who should be avoided. This attitude helps create a supportive environment for the guidance process.

3) Non-Governmental Organizations (NGOs)

Although not elaborated in detail during the interviews, NGOs also participate in supporting the guidance process. Based on interview findings:

"... one of the supporters is involving the community, NGOs, government, and others." (Aljamin, Correctional Officer, Class II A Kendari Correctional Facility, January 20, 2023. Interview conducted by the researcher)

According to Budimanta (Suleman and Apsari 2017) Stakeholders are individuals, groups of humans, communities or communities either as a whole or partially that have relationships and interests in the company. Individuals, groups, as well as communities and communities can be said to be stakeholders if they have characteristics such as having power, legitimacy, and interests in the company.

Based on this theory, stakeholders can be categorized as individuals, groups, or communities that have a relationship with a company if they are associated with coaching in Kendari Class II A prison, there are several stakeholders who become supporters in the coaching process, namely government stakeholders, community stakeholders, and NGO (Non-Governmental Organizations) stakeholders, this is the researcher identified based on the results of researcher interviews with several informants LAPAS employees.

3.2.2 Skill Enhancement Program

According to Soemarjadi (Sutihat 2016) skills are behaviors acquired through learning stages, skills derived from rough or uncoordinated movements through gradual training of irregular movements that gradually turn into smoother movements, through the process of coordination discrimination (difference) and integration (unity) so that a skill is obtained needed for a certain purpose.

Facilities and infrastructure are tools or parts that have a very important role for the success and smoothness of a process, including in the scope of education. Facilities and infrastructure are facilities that are absolutely fulfilled to provide convenience in carrying out an activity even though they cannot meet the facilities and infrastructure properly (Sutisna and Effane 2022).

According to the theory mentioned above, the skill improvement program for assisted citizens in LAPAS organized by LAPAS employees can be understood with Soemarjadi's theory. This theory states that skills are the result of learning stages that involve changing from gross or uncoordinated movements to smoother movements through gradual training. The goal of the program is to provide fostered citizens with new skills that can be useful once they leave LAPAS. LAPAS employees also provide the necessary facilities for the program and facilitate

the implementation of activities, including skill improvement programs for assisted citizens within LAPAS.

a. **Inmates**

Taught various new skills while they are inside the correctional facility. These skills include carpentry, handicrafts, agriculture, entrepreneurship, and clothing tailoring. These skills are highly beneficial for inmates after they are released from the facility.

b. **Correctional**

Officers also provide the necessary facilities and infrastructure for these program activities. Based on interview findings:

"Supporting factors, first include human resources before they are released, on average they are taught things they didn't know before. Whether it's reading or writing, they are taught during the guidance process." (Awal Prayugo, Correctional Officer, Class II A Kendari Correctional Facility, January 21, 2023. Interview conducted by the researcher)

c. **Moral Support from Officers**

Correctional officers provide moral support to inmates, which can encourage them to change for the better. This support is crucial in helping inmates feel valued and motivated. Based on interview findings:

"At the moment, when he is assimilated, he needs our support. First, moral support, and then facilities." (Awal Prayugo, Correctional Officer, Class II A Kendari Correctional Facility, January 21, 2023. Interview conducted by the researcher)

Moril is a person's mental and emotional state that affects the willingness to carry out tasks and will affect the results of the implementation of individual and organizational tasks (Minsih, Rusnilawati, and Mujahid 2019).

Related to this theory, moral support is a form of support that is very influential for the development of fostered residents, moral support can include encouragement or motivation from LAPAS employees to fostered residents. moral support can help build positive bonds between LAPAS employees and fostered residents, so that fostered residents feel educated and cared for in their coaching process, with strong moral support, of course, fostered residents will be more motivated to actively participate in the coaching program.

d. **Premium Wages**

Inmates receive premium wages from their own work. This serves as a motivation factor for them to work well and increase productivity.

"Now, the last one is the provision of wages. They receive premium wages from their work results. Out of these three supports, for support, we have moral

support, work facilities, and the provision of premium wages." (Awal Prayugo, Correctional Officer, Class II A Kendari Correctional Facility, January 21, 2023. Interview conducted by the researcher)

Premium Wages are gifts or bonuses given to employees because thanks to the work done has provided a profit to the company. This premium wage system is implemented because the leadership wants to make improvements slowly by preparing jobs for workers to work better, standardizing material quality, improving work methods, and educating and training workers (Budijanto 2017).

Based on this theory, premium wages are also one of the supports for the development of fostered citizens. With premium wages, fostered citizens can be motivated to take part in coaching programs seriously, which can later help them develop useful skills and knowledge after release.

e. Security Officers

Officers assigned to security play a crucial role in creating a safe environment during the guidance process. Their presence ensures that the guidance activities can proceed smoothly without security disturbances. Based on interview findings:

"...our colleagues around us, as security, are one of the supporters because any activity, any independent activity we do, without security, we cannot even talk. So there must be synergy between each section, all equally supporting the guidance program activities." (Jaslan, Correctional Officer, Class II A Kendari Correctional Facility, January 20, 2023. Interview conducted by the researcher)

Based on Law Number 12 of 1995 concerning corrections, article 1 paragraph (2) states that "the correctional system is an order regarding the direction and limits and methods of coaching correctional assisted citizens based on Pancasila which is carried out in an integrated manner between the coach, the fostered, and the community to improve the quality of correctional assisted citizens to realize mistakes, improve themselves, and not repeat criminal acts so that they can be accepted back in the country. community environment". It is stated that the purpose of coaching is to prevent prisonization (a learning process in prison culture) which can actually make a person's condition (fostered citizens) worse than before he entered prison. To support this development, of course, a conducive atmosphere is needed in the penitentiary. To maintain a conducive atmosphere in prisons and detention centers, security and order must be maintained properly. Disturbances to security and order will disrupt the coaching process in it. Security is a crucial factor in maintaining the environment of prisons and detention centers and their residents so that there are no incidents that can disrupt order. In addition to being the main requirement in the formation of prisoners, security is also

important in the entire correctional system. Disruption to the sense of security can affect the pattern of formation that has been planned, and can even threaten the continuity of the correctional system itself (Novarizal and Herman 2019).

Security department employees are important in the coaching factor, because they have the responsibility to maintain security and order in Kendari Class II A Prison, including ensuring the safety of fostered residents, by doing their duties of course creating a safe and stable environment.

3.2.3. Inhibiting Factors

In addition to supporting factors, there are several hindering factors that affect the effectiveness of inmate guidance at Class II A Kendari Correctional Facility:

a. Low Level of Inmate Awareness

The diverse characteristics of inmates and their low level of awareness to change are among the main obstacles. Inmates involved in drug-related cases tend to have lazy traits and irregular lifestyles, making it difficult to guide them. Based on interview findings:

"... it could be from the officers. It could also be from the budget. If it's from the inmates, actually, what I mean is their level of awareness to change..." (Agus Risdianto, Correctional Officer, Class II A Kendari Correctional Facility, January 20, 2023. Interview conducted by the researcher)

According to (Pratiwi 2010) consciousness is a state of understanding, understanding and knowing that is reflected and experienced by a person on events that include thoughts, feelings, memories and physical sensations in his life, which cause the desire to carry out in accordance with thought and known.

According to this theory, the low awareness of fostered residents in Kendari Class II A Prison can be a significant inhibiting factor in development. When awareness levels are low, they may not be fully aware of the consequences of their behavior, not recognize harmful thought patterns or actions, or even be unaware of any problems or the need to change. This low awareness can hinder coaching because individuals do not fully understand the negative impact of their behavior or do not have enough motivation to change. A lack of understanding of the importance of change to their lives can cause them to lack a strong drive to make the necessary changes.

b. Low Competency of Officers

The recruitment process that does not prioritize education and specific expertise in the field of guidance results in a lack of officers with adequate skills. Recruitment

focuses more on security aspects, with many officers only high school graduates, leading to a shortage of experts such as psychologists, religious teachers, or Islamic scholars. Based on interview findings:

"... The second obstacle is from the officers, not all of us here in Kendari Prison have newly qualified human resources. Indeed, having specific education for guidance. What I mean is like this, every year we have recruitments, it's not uncommonly noticed. The education level accepted is usually high school graduates recruited to become prison officers, usually intended for security, not considered by our superiors at the center who are recruited. Those with special skills, like psychologists, graduates of Islamic boarding schools or religious teachers, Islamic scholars, or anyone with specific abilities, should be placed, but graduates of vocational high schools with expertise in that field are never considered. What is always considered is recruiting security graduates from high school, so here we can't rely solely on officers to carry out guidance. So, I say there is also an obstacle, we have many officers here, but not all have the skills to teach inmates, so the solution is to partner with external parties, to find external parties, collaborate with Islamic boarding schools, collaborate with social organizations. Here I just opened a boarding school activity, we collaborated with Al Mukhlisin boarding school to be the speakers because we don't have the ability for that. Ideally, we, as guidance officers, should teach them. But I'm not a graduate of a boarding school, so if I convey it could be wrong, so we look for it from the outside..." (Agus Risdianto, Correctional Officer, Class II A Kendari Correctional Facility, January 20, 2023. Interview conducted by the researcher)

According to Wibowo (Farmila 2014) states that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude demanded by the job. Thus, competence indicates skills or knowledge characterized by professionalism in a particular field as something paramount, as the flagship of a particular field.

Based on the results of research on the low competence of LAPAS employees, it can be connected with competency theory which states that competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the job. In this case, the low competence of LAPAS employees can be caused by the recruitment of employees who do not prioritize the education and expertise of each employee. Although there are prison employees who have a bachelor's degree, they are not always placed according to their skills due to contracts or other reasons. This can result in a lack of employees with special expertise in the field of coaching. Many LAPAS employees only focus on the security part and are slightly involved in coaching. The limitation of employees having special expertise

in the field of coaching causes prisons to collaborate with external parties, such as pesantren or social foundations, to carry out coaching activities. Therefore, it is important for LAPAS to recruit employees who have competencies that are in accordance with the required positions, as well as provide training and development of employees to improve their competencies in the required fields.

c. Limited Budget

Limited budget is a significant obstacle in the guidance process. Collaborating with external parties for guidance requires a considerable amount of money, and the available budget often falls short of covering all these needs. Based on interview findings:

"... the third obstacle is the budget. Limited budgets and not all foundations or Islamic boarding schools. We will invite them here, some may come for free, but more often not. We invite religious teachers to our mosque, we have to give them transportation money like that. If the prison officers recruited are indeed of quality. we don't need to partner from the outside. just from us who can provide the material, but this isn't the case..." (Agus Risdianto, Correctional Officer, Class II A Kendari Correctional Facility, January 20, 2023. Interview conducted by the researcher)

According to Mardiasmo (Korompot and Poputra 2015) mentions several budget functions in the management of public sector organizations as follows: budget as a planning tool, budget as a control tool, budget as a policy tool, budget as a political tool, budget as a coordination and communication tool, budget as a performance appraisal tool, budget as a motivational tool.

Budget constraints can cause limitations in the procurement of employees and experts needed for the coaching program process. Lack of employees or expert staff can hinder the effective implementation of coaching programs. To overcome this obstacle, it is important to carry out efficient budget management in the use of available resources. These efforts can be made to find additional funding sources through cooperation with other parties.

This study identifies several supporting and hindering factors in guiding inmates at Class II A Kendari Correctional Facility. Support from stakeholders, skill enhancement programs, moral support from employees, premium wages, and the presence of security personnel are factors that aid in the guidance process. However, challenges such as low inmate awareness, employee competency gaps, and limited budgets need to be addressed to enhance the effectiveness of the guidance. Proposed solutions include enhancing employee

competencies through training, increasing budget allocations for guidance programs, and involving more external expertise in the guidance process.

Table 2. Influencing factors in the development of fostered citizens

Supporting Factors	Description
Stakeholders	Including support from the Government, community, and Non-Governmental Organizations (NGOs) that provide resources and programs to support the rehabilitation of inmates.
Moral Support from Employees	Prison employees provide moral support and motivation to inmates, assisting them in the rehabilitation and recovery process.
Provision of Fair Wages	Offering fair wages to inmates involved in various programs or jobs within the correctional facility, providing positive incentives for active participation.
Skill Enhancement Programs	Providing training and education programs for inmates to enhance their skills, increasing their chances of success after they are released from the correctional facility.
Security Ensured by Employees	Employees ensure a safe and controlled environment within the correctional facility, creating conditions supportive of inmate rehabilitation.
Inhibiting Factors	Description
Low Awareness Level among Inmates	Some inmates may lack awareness of the importance of rehabilitation or have low motivation to participate in offered programs.
Low Employee Competence	Lack of skills or knowledge among some employees in understanding and supporting the rehabilitation process of inmates.
Limited Budgets	Limited funds and resources may restrict the correctional facility's ability to provide necessary programs to support inmate development.

4. Conclusion

Based on the evaluation of interpersonal communication between correctional officers and inmates at Class II A Kendari Correctional Facility, it is clear that effective communication is essential for successful inmate guidance. This communication is characterized by openness, empathy, supportive attitudes, positive demeanor, and fairness. These aspects create an environment where inmates feel heard, respected, and guided towards rehabilitation.

Factors that support this include stakeholder support, skill enhancement programs, and adequate resources, which contribute positively to the guidance process. However, challenges such as low inmate awareness, limited employee competence, and budget constraints hinder effective communication and guidance.

Looking forward, continuous training for correctional officers, increased awareness programs for inmates, and sufficient resource allocation are crucial for enhancing effectiveness. Government policy support and collaboration with stakeholders are also vital to improve interpersonal communication and overall inmate guidance at the facility.

Also, further researchers are expected to conduct more specific research on the importance of empathy of LAPAS employees in fostering fostered citizens, focusing on the positive impact of empathy, it is necessary to discuss the inhibiting and supporting factors of interpersonal communication of LAPAS employees, and explain in more detail about the impact of interpersonal communication.

In conclusion, focusing on improving communication strategies, implementing comprehensive training programs, and securing necessary resources will enable Class II A Kendari Correctional Facility to better achieve its objectives of inmate rehabilitation and societal reintegration.

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