

NEED ASSESSMENT OF WOMEN'S PRISON CLASS IIB BATAM BUSINESS INCUBATOR ASSISTANCE

Youlandita Kaka Safira Manurung^{*)}, Lokita Rizky Megawati^{*)1}, Dikky Indrawan^{*)}

^{*)} School of Business, IPB University
Jl. Pajajaran, Bogor 16151, Indonesia

Abstract: Self-reliance development of independence at the Class IIB Batam Women's Penitentiary can be indicated to be less intensive because the flow of guidance is still unclear so the purpose of fostering independence has not been fully realized. Therefore, an appropriate mentoring model is needed to complete the objectives. One of the facilities that play a role in business assistance is a business incubator. This study aims to identify the need for Tanjung independence development and the establishment of an appropriate business incubator mentoring model for the Class IIB Batam Women's Prison. Qualitative analysis is needed to identify the need for Tanjung independence development and the establishment of a business incubator mentoring model. In addition, the analysis of VPEC-T and MoSCoW is also needed as input for the mentoring model. The results of this study were designed based on the priority needs and expectations of parties related to the development of Tanjung independence.

Keywords: business incubator, mentoring model, MoSCoW, Tanjung, VPEC-T

Abstrak: Pembinaan kemandirian di Lembaga Pemasyarakatan Wanita Kelas IIB Batam dapat diindikasikan kurang intensif karena alur pembinaan yang masih belum jelas sehingga tujuan pembinaan kemandirian belum sepenuhnya terwujud. Oleh karena itu, diperlukan model pendampingan yang tepat untuk melengkapi tujuan tersebut. Salah satu fasilitas yang berperan dalam pendampingan bisnis adalah inkubator bisnis. Penelitian ini bertujuan untuk mengidentifikasi perlunya pengembangan kemandirian Tanjung dan pembentukan model pendampingan inkubator bisnis yang tepat bagi Lapas Wanita Kelas IIB Batam. Analisis kualitatif diperlukan untuk mengidentifikasi kebutuhan pengembangan kemandirian Tanjung dan pembentukan model pendampingan inkubator bisnis. Selain itu, analisis VPEC-T dan MoSCoW juga diperlukan sebagai masukan untuk model pendampingan. Hasil penelitian ini dirancang berdasarkan prioritas kebutuhan dan harapan pihak-pihak yang terkait dengan pembangunan tanjak kemerdekaan.

Kata kunci: inkubator bisnis, model pendampingan, MoSCoW, Tanjung, VPEC-T

¹ Corresponding author:
Email: lokita.rizky@apps.ipb.ac.id

INTRODUCTION

Prison is a place where a person is serving a sentence for a crime committed (Wulandari, 2012). They are given a program called prisoner coaching in prisons, which aims to help prisoners recognize their mistakes, improve their abilities, and avoid repeating their criminal behavior so that they can be accepted by the community, return to the process of living in harmony with the community, participate actively in development, and become good citizens. responsible and good (Nazifah, 2015). The Class IIB Batam Women's Prison is one of the prisons as a place to assist citizens in serving their sentences and get various forms of coaching and work skills Inmate training in prison is divided into two, namely personality coaching activities and self-reliance coaching activities. The benefits of inmate coaching are as a forum for self-development and a forum to gain knowledge and skills which is also one of the solutions to reduce recidivism (Nazifah, 2015).

Based on Minister of Justice of the Republic of Indonesia Decree No. M. 022-PK.04. 10 of 1990, the pattern of guidance provided by prisons depends on the situation and conditions of the prison because the background in each prison is different (Ningtyas et al. 2013). Therefore, the Class IIB Batam Women's Prison has several independence developments that are tailored to the situation, conditions, and background of the Class IIB Batam Women's Prison itself. Some of these independence developments are gardening, climbing production, cooking, baking, catering happy food, catfish cultivation, hydroponics, making doormats, sewing, knitting, making masks, making doll clothes, laundry workers, salons, and making piggy banks.

The making of Tanjak is one example of self-reliance development in the Class IIB Batam Women's Prison, which is known for the Tanjak independence development. Tanjak is a product in the form of a typical Malay headband which is usually used as an accessory for men's clothing that symbolizes dignity (Santia, 2018). Prior to the formation of the Tanjak independence development, inmates at Batam's Class IIB Women's Prison received rudimentary Tanjak training. As a result, independent experts are required. In this program, inmates receive only four days of initial training from professionals.

Participants in the Training to Make Tanjak are inmates at the Batam Women's Prison with a total of 20 people as

of September 2020. Inmates who participated in Tanjak making training have gone through the assessment stage of Bapas Tanjungpinang. The assessment is based on the passion or basic skills possessed by the inmate. Class IIB Batam Women's Prison established a Tanjak self-reliance coaching program in October 2020 after completing a Tanjak-making workshop. Inmates immediately practice the science that has been taught in the development of self-reliance Tanjak. Prisoners who have demonstrated proficiency or who have long been placed in tanjak independence development will be reassessed before being transferred to another independence development program. However, in this case the judge is the prison officer who does not have special skills in the creation of tanjak, thus making the assessment less effective.

The development of tanjak independence that has been carried out can be indicated as less intensive because in these activities prisoners are given knowledge about what tanjak is and how to make it only at the beginning and there is no sustainability so that the resulting human resources are less productive and the flow of coaching independence in making Tanjak given is still not clear. Whereas the hope is that by following the development of independence, there will be mental changes, not repeating crimes or mistakes again, repeating the same mistakes so that prisoners can acquire skills, which previously could not be able and understand, and can be independent by opening their own business and of course becoming independent (Dhinyati 2019). Because of these restraints, the Class IIB Batam Women's Prison has not been able to achieve its goal of strengthening Tanjak independence. As a result, it needs the correct mentoring model for The Class IIB Batam Women's Prison, which serves as a forum that provides direction on Tanjak independence to convicts, in order for inmates to acquire skills so that they can create their own enterprises in post-Prison life. A business incubator is one of the facilities in business assistance, which is a forum for providing business development facilities for small and medium enterprises (SMEs) in the form of business management and technology aimed at increasing SMEs or creating new products that are highly competitive within a certain period. (Mahani, 2015). The business incubator is also the first step in creating entrepreneurs who transform from unproductive and creative human resources into human resources who have entrepreneurial motivation who are innovative, creative, productive, and cooperative (Agustina, 2011).

The purpose of this study was to determine the need for self-sufficiency in the Women's Prison Tanjak Class IIB Batam, and to develop an appropriate business incubator mentoring model for this prison. This research is only focused on encouraging Tanjak independence in the Class IIB Batam Women's Prison, especially among inmates who follow the Tanjak independence guidelines. Currently, regional culture is increasingly scarce (Nugroho, 2016). Therefore, the development of tanjak independence was chosen as the object of study from the many independence developments contained in the Class IIB Batam Women's Prison. Because, in addition to realizing the goal of fostering independence, the activity of fostering independence in tanjak also aims to preserve the traditional Malay culture.

METHODS

Data collection and processing was carried out from April to June 2021. The research location was in Batam Women's Prison, Class IIB. The Class IIB Batam Women's Prison is very interesting to be used as a research location because it is a prison that receives a PNBP award certificate (Non-Tax State Recipient) as the largest contributor to the results of self-reliance development as of the first semester of 2020. The charter is a proof that the Class IIB Batam Women's Prison is able to provide good independence development for prisoners.

This study used a qualitative approach. This study required both primary and secondary data. Primary data was obtained through direct observation and in-depth interviews. Primary data was needed to determine the need to foster independence of The Class IIB Women's Prison and questionnaires on some elements of VPEC-T and MoSCoW. The questionnaire facilitated in-depth interviews as a reference to be more detailed and directed towards in-depth interviews conducted. Secondary data was obtained from a variety of relevant sources such as articles, journals, and books on business incubators.

This respondent determination applies to conducting in-depth interviews regarding the identification of the need for Tanjak independence development and in-depth interviews regarding several elements of VPEC-T and MoSCoW. The determination of respondents was carried out by purposive sampling, namely with the consideration that the respondents were parties who

were directly related and had the responsibility to carry out independent development of Tanjak, namely structural officials and prisoners. From the number of structural officials in the Class IIB Batam Women's Prison, three structural officials who have the main duties and function to handle the construction of Tanjak independence, the Head of Prison, Kasibinadik Giatja, and Kasubsi Giatja. Meanwhile, the terms and criteria of the inmate chosen to be respondents were inmates who follow the guidance of Tanjak independence and the inmates were the most active inmates following the guidance of Tanjak independence. The twenty inmates who participated in the self-reliance coaching Tanjak, only five people were selected as respondents of this study.

The data in this study were processed and analyzed descriptively and qualitatively. In-depth interviews and observation methods were used to identify the need to encourage independence of Tanjak for the Class IIB Batam Women's Prison. In-depth interviews and observations were carried out using VPEC-T and MoSCoW analysis in order to develop a model for assisting the business incubator of the Class IIB Batam Women's Prison. The VPEC-T analysis was used to analyze each party's expectations regarding the development of Tanjak independence in The Class IIB Batam Women's Prison where the parties had the same interests but had different priorities and responsibilities. The value, policy, event, content, and trust elements of the VPEC-T were used to evaluate the business incubator Class IIB Batam Women's Prison. Meanwhile, MoSCoW analysis is used to prioritize needs by allocating appropriate priorities. MoSCoW consists of four elements, must-have, should have, could have, and want to have in the future (Ghosh 2015). This is in line with the CIPP Evaluation Model Checklist, which is a comprehensive framework to guide the evaluation of programs, projects, personnel, products, institutions and systems. This checklist, modeled on the CIPP Model, focuses on program evaluation, particularly those aimed at long-term and sustainable improvement (Stufflebeam, 2007).

In-depth interviews and observations on VPEC-T and MoSCoW were analyzed from two perspectives. The first point of thought is on references, which explain things that need to be considered and prepared to build a business incubator, and there are stages, namely pre-incubation, incubation, and post-incubation (Mahani, 2015). While the second main idea is related

to business support, mediation, and graduation from the program. Selection is the selection of companies that must be accepted and rejected. Business support is an infrastructure regarding physical facilities and administrative services that will be provided. Mediation is an incubator way of mediating the relationship between the incubator and the outside world. Graduation is a policy set by the incubator regarding the moment and circumstances of the incubation of the company (Bergek and Norrman, 2008).

The existence of business incubation is very important to encourage and assist prospective entrepreneurs and contribute to driving the economy (Soba 2018). So that the implementation of business incubation must be improved regularly, periodically and continuously. For this reason, it is necessary to formulate a strategy to improve the implementation of business incubation. The formulated strategy is used to overcome the problems of implementing business incubation faced by incubators. The main aspects formulated by the strategy are pre-incubation activity socialization, tenant selection, training implementation, product development, production process, product standardization, commercialization, access to capital, legality and market expansion (Wajdi, 2020).

RESULTS

Class IIB Women's Prison Batam

Class IIB Batam Women's Prison or usually abbreviated as LPP Batam is one of the Technical Implementation Units (UPT) under the Directorate General of Corrections, Ministry of Law and Human Rights Riau Islands. Class IIB Batam Women's Prison began operations on June 1, 2017 and began to be inhabited by inmates on May 29, 2017 as many as 20 inmates moved from Class IIA Prison Batam and until now (June 04, 2021) the number of residences reached 229 people. With a capacity of 90 people, the number of inmates has reached over capacity by 254%.

Life of Prisoners in Class IIB Batam Women's Prison

In living life in prison, it means that all behavior carried out by prisoners is limited. This is what makes having feelings such as sadness, fear, anxiety, loneliness, boredom, even worse, prisoners will experience depression. Seeing this fact, the Class IIB Batam

Women's Prison is trying to create an environment that can be a place for coaching, not a place to isolate criminals. Therefore, the Class IIB Batam Women's Prison has routine daily activities that have been set and must be carried out by inmates.

Coaching for Prisoners in Class IIB Batam Women's Prison

Personality development and independence development are two aspects of prisoner coaching. Personality development aims to form the mental and character of prisoners so that they can become human beings who are responsible for themselves, their families and society. Meanwhile, the development of independence is carried out to train or sharpen the talents and skills of prisoners so that they are able to compete in the labor market and can live independently. If the inmates undergo training properly, the inmates will get remission. Remission is the right of prisoners to get a reduction if during the training the prisoners behave well.

Challenges for Class IIB Batam Women's Prison

When implementing a coaching program, there will definitely be obstacles and challenges. As in Nugraha's research (2017), the obstacles to coaching are time and form of coaching; human Resources; building facilities; and crowded. Meanwhile, the challenge faced by the Class IIB Batam Women's Prison in carrying out prisoner coaching is the different characteristics that exist within the prisoners. Not all inmates want to take part in the coaching activities that have been provided by the Class IIB Batam Women's Prison because there are some inmates who have resigned themselves to their lives in prison. In this instance, the Batam Class IIB Women's Prison officers motivate inmates to want to take part in the existing coaching program. The motivation is in the form of making prisoners aware of the importance of coaching and also motivation to get remission.

Identification of Tanjak's Independent Development Needs

Based on in-depth interviews, the needs of Tanjak independence development are team formation, budget planning, and implementation of Tanjak training. In addition, prisoners are also needed as coaching participants, experts as presenters, supporting

infrastructure for fostering Tanjak independence, and communication is also needed as a form of coordination of structural officials to officers and prisoners in fostering Tanjak independence.

VPEC-T Analysis

Based on the value elements, the values that want to be implemented in the business incubator of the Class IIB Batam Women's Prison according to structural officials are the value of creativity and cultural improvement as well as the inmates who want the value of skills to be implemented in the business incubator of the Class IIB Batam Women's Prison. In addition to values, the purpose of the Class IIB Batam Women's Prison Business Incubator is to provide inmates with the skills to make Tanjak to use and serve as provisions when completing their sentences, so that they can open their own businesses while preserving the local indigenous culture.

Based on the policy element, the policy that regulates the implementation of the independence development of the Class IIB Batam Women's Prison is a circular letter from the director general of PAS NUMBER: PAS-175.PK.01.05.01 YEAR 2020 which contains an appeal regarding the Implementation of Higher Education for Prisoners in Correctional Institutions. In addition, the correctional system is also a system that regulates the directions and boundaries regarding how to develop prisoners based on Pancasila.

Based on the elements of the event, the activity to be carried out in the business incubator of the Class IIB Batam Women's Prison is the production of Tanjak which is carried out by inmates and then the Tanjak product is marketed to the wider community. So far, the Class IIB Batam Women's Prison has acted as the party marketing Tanjak, especially the Head of Subsidy Giatja, and the Staff of Giatja, while the inmates are only the production team.

Based on the content elements, the competencies to be built in the business incubator of the Class IIB Batam Women's Prison by structural officials are increasing creativity, Tanjak making skills, and entrepreneurial knowledge. In addition, the expected follow-up after completing the incubation in the business incubator of the Class IIB Batam Women's Prison is to be able to use the knowledge provided for entrepreneurship so that they can open their own business and create jobs.

Based on the element of trust, those who have the authority to handle and control the business incubator of the Class IIB Batam Women's Prison are the Head of the Prison, Head of Prison Guidance Section Giatja, Head of Subsidy Giatja, Staff of Giatja, and of course prisoners who take part in Tanjak independence development. According to structural officials, the form of cooperation to be established between officers and prisoners is communication and coordination regarding a problem or when there are things that are lacking, meanwhile inmates have the desire that the form of cooperation they want to establish is communication related to any matter so that a sense of kinship is formed in fostering. In this case, the form of cooperation in fostering Tanjak independence has been carried out well because structural officials always take an interpersonal approach to prisoners and always provide an injection of motivation in undergoing Tanjak independence development.

Evaluation of Tanjak's Independence Development

Based on the identification of needs and analysis of the VPEC-T, then an evaluation of the Tanjak independence development that has been carried out. This evaluation serves to (1) examine whether the development of Tanjak independence is in accordance with the expectations of structural officials and prisoners; (2) examine whether the Tanjak independence development that has been carried out is in accordance with the objectives to be achieved; and (3) reviewing the results of the evaluation of Tanjak's independence development which has been completed in order to build an acceptable business incubator model in the Class IIB Batam Women's Prison.

Based on in-depth interviews, inmates felt that the basic training given Tanjak less intensive because it was only given training at the beginning for four days in September 2020. From this, the Prison only relied on Head of Subsidy Giatja and Staff of Giatja to guide the process of fostering the independence of Tanjak. Prisons also did not have a special assessment to assess the proficient or not proficient inmates in coaching self-reliance Tanjak so the purpose of self-reliance coaching had not been fully fulfilled. In addition, Class IIB Batam Women's Prison did not yet have entrepreneurial training in preparing inmates to open their own businesses after serving their criminal period. Whereas to open an own business, there was a need for training or socialization about entrepreneurship. In addition to

entrepreneurship training, it took the improvement of facilities and infrastructure to obtain a better quality of self-reliance coaching Tanjak.

Based on this, the development of Tanjak independence had not been able to meet the expectations of the value, event, and content elements. Meanwhile, the development of Tanjak independence had been running based on policy and trust elements because it had undergone coaching in accordance with the correctional system and circular letter of the director general of PAS NUMBER: PAS-175. PK.01.05.01 YEAR 2020.

Needs Analysis based on VPEC-T and Evaluation

The VPEC-T-based needs analysis and evaluation served to identify the needs based on the five elements contained in VPEC-T and based on the evaluations that had been done. These needs were the needs needed to form a business incubator mentoring model at the Class IIB Batam Women's Prison. The following was a needs analysis based on VPEC-T and the evaluation presented in Table 1.

Table 1. Needs analysis based on VPEC-T and MoSCoW

	Needs
Value	Prisoners, Tanjak experts, entrepreneurship experts, Tanjak training programs, entrepreneurship training programs.
Policy	Budget, facilities and infrastructure, implementation team.
Event	Prisoners, Tanjak experts, entrepreneurship experts, Tanjak training programs, entrepreneurship training programs.
Content	Prisoners, Tanjak experts, entrepreneurship experts, Tanjak training programs, entrepreneurship training programs.
Trust	Communication, coordination, cooperation and implementation team.
Evaluasi	More intensive guidance, improvement of infrastructure and assessment of prisoners.

MoSCoW Analysis

MoSCoW analysis was used to analyze the priority needs by allocating an appropriate priority to form a business incubator model in The Class IIB Women's Prison Batam. MoSCoW consists of four elements: must have, should have, could have, and would like to have in the future (Ghosh, 2015). The results of in-depth interviews on priority needs in MoSCoW

were presented in the form of a matrix. Matrix was created with the purpose not to compare, but rather to see the difference of priorities from the point of view between structural officials and inmates so as to form a business incubator Prison Women Class IIB Batam in accordance with the priorities that had been categorized by structural officials and inmates.

According to structural officials, the needs that fall into the category must have been inmates, Tanjak experts, Tanjak training programs, budgets, infrastructure facilities, implementing teams, communication, coordination, and cooperation. Structural officials place the needs of entrepreneurial experts, entrepreneurship training programs and inmate assessments in the category of should have. In the category could have, structural officials put the need for more intensive coaching and improvement of infrastructure facilities. In this case, the improvement of infrastructure facilities is an improvement in the quality and quantity of sewing machines to produce Tanjak. In the last category of would like to have in the future, structural officials also put the improvement of infrastructure facilities. In this case, the means in question is a special room for business incubators Class IIB Women's Prison Batam.

In addition to the structural official's point of view, there was also the prisoner's point of view in prioritizing needs. According to inmates, the needs included in the must have category are prisoners, Tanjak experts, entrepreneurship experts, Tanjak training programs, entrepreneurship training programs, budgets, infrastructure, implementing teams, communication, coordination, and cooperation. In addition to the must have category, inmates thought that those included in the should have category were more intensive coaching, improvement of infrastructure and assessment of prisoners. Based on the needs of the Batam Class IIB Women's Prison business incubator which had been categorized according to the point of view of structural officials and prisoners, it can be concluded in Table 2.

Business Incubator Mentoring Model

The following are considerations and preparations for establishing a business incubator, which corresponds to the first main idea, namely (Mahani 2015) :

1. Formation of a Business Incubator Establishment Work Team

Based on the element of trust in VPEC-T, the parties who were trusted to handle and control the business

incubator of the Class IIB Batam Women’s Prison was Head of the Prison, Head of Prison Guidance Section Giatja, Head of Subsidy Giatja, and Staff of Giatja. This had also been regulated by the policies listed in the policy element on the VPEC-T.

2. Purpose of Establishing the Incubator

Based on the VPEC-T value aspect, the purpose of establishing the Batam Class IIB Women’s Prison business incubator is to provide prisoners with the skills needed to start their own businesses after being released from prison. In this case, the purpose of establishing an incubator was also related to event elements and content in VPEC-T, namely the activities carried out, competencies and skills to be developed, and expected follow-ups. According to Soba (2018), professionalism and experience become models to increase the perception of equality in realizing the ideal business incubator.

3. Funding Source

Based on the policy element in VPEC-T, the budget and funding support came from DIPA Lapas Perempuan Class IIB Batam, therefore the business incubator of Class IIB Batam Women’s Prison was concentrated on non-profit business incubators.

4. Human Resources

Based on the elements of events and content in VPEC-T, Class IIB Batam Women’s Prison already had Tanjak experts but did not yet have entrepreneurial experts. Meanwhile, human resources who played a role in the business incubator Of Women’s Prison Class IIB Batam were the Head of Prison, Kasibinadik Giatja, Kasubsi Giatja and Staff Giatja in accordance with the element of trust in VPEC-T.

5. Determination of Service Delivery

Based on the elements of events and content in VPEC-T, the services provided by the Batam Class IIB Women’s Prison business incubator to inmates (tenants) were assistance in the form of expertise in the manufacture of Tanjak and entrepreneurship.

6. Determination of the Business Incubation Period

The determination of this incubation period related to the criminal period owned by the inmate in order to obtain an effective incubation period. Inmates who followed the guidance of self-reliance were inmates who had served 1/3 of their criminal period.

7. Cooperation Ability

Based on the content element of VPEC-T, cooperation with experts in the field of entrepreneurship and Tanjak was required. In this case, Class IIB Batam Women’s Prison had cooperated with PT. Bonadea Batam which provided experts Tanjak. However,

because entrepreneurship is a new thing, Lapas Perempuan Class IIB Batam they should establish cooperation to get entrepreneurial experts.

The establishment of a business incubator model for the Class IIB Batam Women’s Prison was then adapted to the pre-incubation, incubation, and post-incubation stages according to (Mahani 2015). In addition, the mentoring model was also adapted by the second main idea, (Bergek and Norrman 2008) which includes several components, selection, business support, mediation, and graduation. It also considers the opinion of Hackett & Dilts (2004) that incubators are the operationalization of community strategies to promote the viability of new ventures. As a result, “incubators are enabling technologies, not critical or strategic technologies”. This is a universal approach for company incubation that may be used for both public and private objectives. In a nutshell, it’s organized like a black box, with the process’s inputs, activities, and outputs all in one place.

The model for assisting the business incubator of the Class IIB Batam Women’s Prison is focused and designed to be limited to individual prisoners. In this scenario, the Class IIB Batam Women’s Correctional Institution functions as an incubator, providing assistance to inmates who are participants (tenants). According to Arini et al. (2018) there are two effective approaches, namely the goal approach and the process approach. While the output to be achieved in the business incubator of the Class IIB Batam Women’s Prison is the realization of the goal of fostering tanjak independence, and the outcome to be achieved is fostering sustainable independence of tanjak products. The business incubator mentoring model at the Class IIB Batam Women’s Prison was depicted in Figure 1.

Table 1. Needs analysis based on VPEC-T and MoSCoW

	Needs Priority							
	Structural Officer				Prisoners			
	M	S	C	W	M	S	C	W
Value	√	√			√			
Policy	√				√			
Event	√	√			√			
Content	√	√			√			
Trust	√				√			
Evaluation		√	√	√		√		

Note : M = Must, S = Should, C = Could, W = Would like to have in the future.

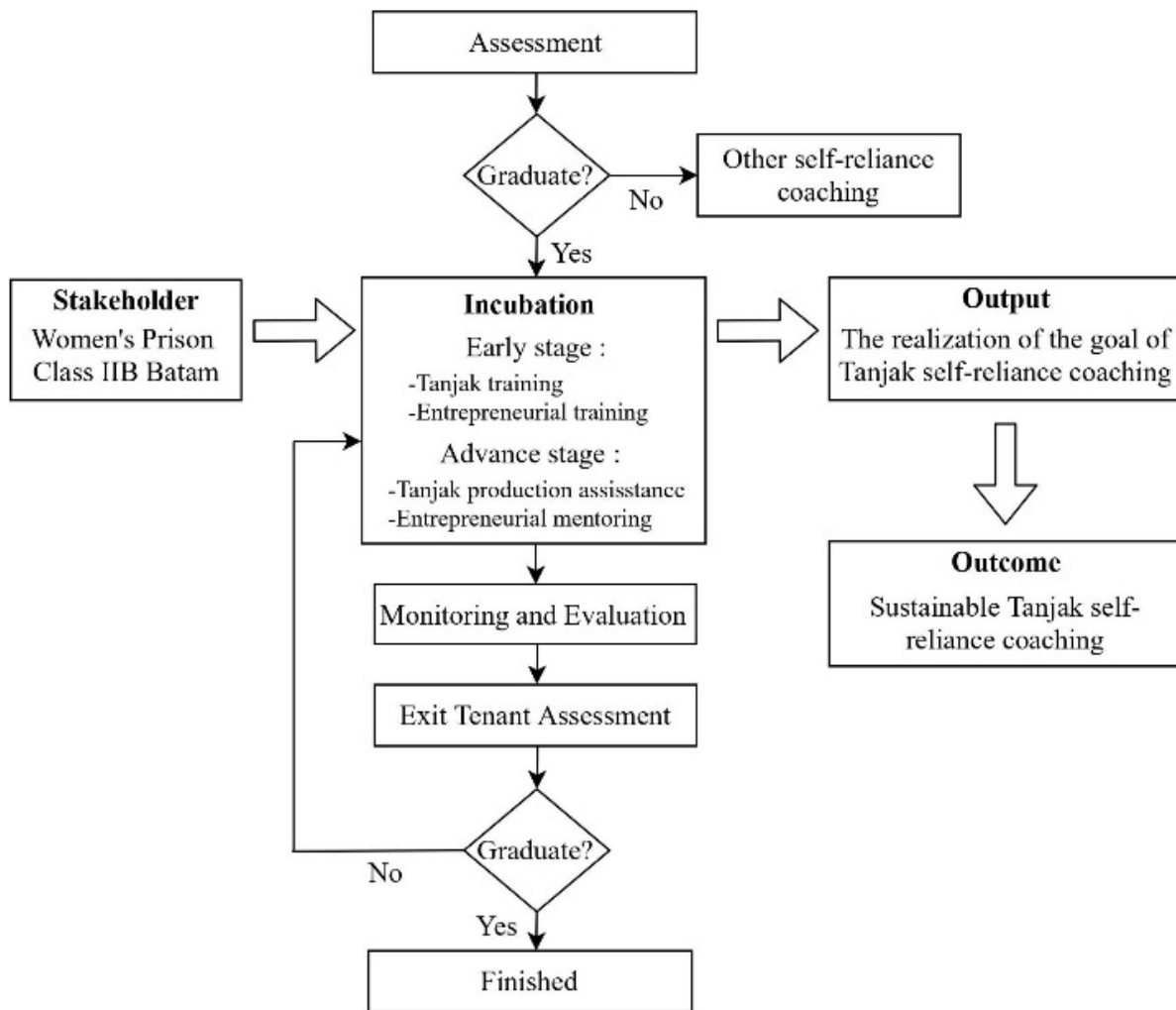


Figure 1. Business incubator mentoring model

In the incubator model that was formed, the assessment was the first stage to be carried out. Assessment is the selection stage of prisoners whether they are suitable to be placed in the business incubator of the Class IIB Batam Women's Prison. This is in line with the research conducted by Putra (2020) that the assessment stage is carried out to determine the interests, talents, skills and expertise of each inmate. The selection was based on the passion or basic skills possessed by the inmate. After the assessment, the incubation stage was carried out. According to the MoSCoW analysis, Tanjak's training program fell into the must have category, while the entrepreneurial training program fell into the must have category according to the inmate and should have according to structural officials. Therefore, after the selection, the inmates entered the incubation stage containing Tanjak training and entrepreneurial training. Both trainings included early stage training, while for the advanced stage there was Tanjak production assistance and entrepreneurial mentoring. The

advanced stage was more intensive coaching according to the category of could have according to structural officials and should have according to inmates in the MoSCoW analysis. This more intensive coaching had the intention that the coaching accompanied by experts was not accompanied by Staff of Giatja, so inmates directly got knowledge from the expert. That's way, inmates had a clear direction regarding the learning which was being pursued.

After the incubation procedure is complete, monitoring and evaluation is necessary to track and assess the success of the program. This needed to be carried out by the incubator work team, namely the Head of the Prison, Head of Prison Guidance Section Giatja, Head of Subsidy Giatja, and Staff of Giatja. In this case, the business incubator team needed to set success parameters which focused on incubator tenants, including success parameters assessed from the level of participation in the program being carried out.

After monitoring and evaluation, an exit tenant assessment is carried out which in this case is according to (Bergek and Norrman, 2008) was a component of graduation. Structural officials and experts must determine effective assessments of how eligible an inmate was to graduate from a business incubator. In this case, the exit tenant assessment was placed in the should have category according to structural officials and prisoners.

After the exit tenant assessment, the Class IIB Batam Women's Prison as a business incubator must determine the privileges that prisoners will get if they have graduated from the business incubator. The consideration of these privileges relates to the period of detention of prisoners and the content element in the VPEC-T regarding the expected follow-up after completing the training.

Managerial Implication

In establishing the Tanjak independence development program, there are several things that must be prepared. The preparations carried out by the Class IIB Batam Women's Prison include the formation of a team, planning the necessary budget, planning for Tanjak training, and preparing the necessary infrastructure such as sewing machines, songket cloth, iron, thread, and room. In addition, prisoners are also needed as coaching participants and experts as Tanjak speakers. The head of the Class IIB Batam Women's Prison has divided the work based on the tupoksi owned by the officers. In fostering the independence of Tanjak, the Head of Prison acts as the person in charge of the implementation of the coaching. Meanwhile, those given the authority to manage Tanjak's independence development were Head of Subsidy Giatja and Head of Subsidy Giatja, assisted by Giatja Staff. So far, the performance of officers and prisoners in fostering Tanjak's independence has been good because they always coordinate and communicate with each other, and are monitored every day except Saturday and Sunday.

There are several efforts made by structural officials in seeking good organizational relations. These efforts include taking an interpersonal approach to prisoners with the aim of providing positive input so that the development of Tanjak independence can be carried out properly. Structural officials also build a sense of kinship in fostering Tanjak independence so that

prisoners undergo coaching not as a burden, but as an injection of motivation so that they are enthusiastic in carrying out Tanjak independence development and realize how important Tanjak independence development is for their future provisions. In addition, socialization by structural officials was also carried out as a form of communication with prisoners.

Optimization in terms of good program planning, division of work according to main tasks and functions, as well as socialization carried out by officials and ranks of the Class IIB Batam Women's Prison, can provide effective business incubator services. This is in line with Pratama's research (2018) that things that must be improved from the inmate guidance program are improving training management and conceptualizing program management strategies. Then also supported by research Bismala et al. (2019) that services provided by business incubators to tenants according to the Ministry of KUKM (2012) must include 7S, namely: space, namely providing space for tenant business activities; shared office facilities, namely the provision of office facilities that can be used together; services that provide management guidance and consulting such as technology, production, finance, and marketing; support, namely supporting access to the use of technology and business development; skills development, namely training in the preparation of business plans and other management training; initial capital, namely the provision of initial business funds and efforts to obtain access to capital to financial institutions; and synergy, namely creating local and international business networks.

CONCLUSION AND RECOMMENDATIONS

Conclusions

The need to foster the independence of Tanjak in The Women's Prison Class IIB Batam was the formation of teams, budget planning, and implementation of Tanjak training. In addition, inmates were also needed as participants of coaching, experts as presenters, the infrastructure supporting the development of self-reliance Tanjak, and also needed communication as a form of coordination of structural officials to officers and inmates in the construction of self-reliance Tanjak. From the need to foster the independence of Tanjak, there was an additional need to form a model of mentoring business incubators Class IIB Women's Prison Batam

according to VPEC-T analysis and evaluation of self-reliance coaching Tanjak. These needs included entrepreneurship experts, entrepreneurship training programs, coordination, cooperation, more intensive coaching, improved infrastructure facilities, and inmate assessment.

These needs were then categorized by priority with MoSCoW analysis according to structural officials and inmates. The creation of a business incubator mentoring model at the Class IIB Batam Women's Prison was adapted from two ideas. The mentoring business incubator approach at the Batam Women's Institute Class IIB is only focused and limited to individual prisoners. The design of this model presents an assessment as part of the prisoner selection process, followed by an incubation process consisting of an initial stage which includes Tanjak and entrepreneurship training, and an advanced stage which includes Tanjak and entrepreneurship mentoring. After the incubation process, monitoring and evaluation were carried out in this case at the Class IIB Batam Women's Prison as a business incubator to measure the success of the program participation rate. In this scenario, the final stage of the exit tenant assessment is to determine whether the convict is eligible to graduate from the business incubator.

Recommendations

Based on the research which had been done, more in-depth research was needed on the determination of the business incubation period. In addition, the advice which can be given from this study is that The Class IIB Batam Women's Prison as a business incubator should determine an effective assessment for inmates, determine the parameters of success of business incubators, and determine the privileges obtained by inmates after graduating from a business incubator.

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