

[RETRACTED] Empowering Inmates through Digital-Based Entrepreneurship: A Study at Tangerang Class I Correctional Institution

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Abstract

Business opportunities for the inmates of the Class I Correctional Institution in Tangerang City in the post-pandemic era represent a strategic initiative to support national economic recovery while enhancing individual independence. The COVID-19 pandemic has significantly transformed lifestyles, employment patterns, and production systems, creating an urgent need for innovation and adaptation in developing relevant business opportunities. For inmates, this serves as an opportunity to reignite productivity through integrated approaches combining Asset-Based Community Development (ABCD), Participatory Action Research (PAR), and Service Learning (SL). The ABCD approach emphasizes empowering existing inmate assets such as skills, creativity, and motivation; the PAR method ensures their active participation as co-creators in problem-solving and reflection; and the SL approach connects academic knowledge with social practice, facilitating collaboration between facilitators and inmates for transformative learning outcomes. This combination not only builds practical entrepreneurial and digital skills but also strengthens confidence, social responsibility, and readiness for reintegration after release. Supported by government, social institutions, and private sectors, the initiative serves as both economic empowerment and sustainable development practice, aligning with the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth), Goal 10 (Reduced Inequalities), and Goal 16 (Peace, Justice, and Strong Institutions), by fostering inclusive participation and equitable opportunities for all.

INTRODUCTION

In the era of the Industrial Revolution 4.0, characterized by rapid digitalization and automation across various economic sectors, communities as consumer households face new challenges in fulfilling their daily economic needs. Massive technological transformation has changed consumption behavior, employment structures, and overall welfare levels. However, these advances have also created inequality in access to digital technology, particularly among community groups that have not yet adapted to digital transformation (Guinan & Carroll, 2019). This digital divide has resulted in economic disparities and the marginalization of vulnerable groups who struggle to participate in the modern economy. Previous studies show that the real sector is under significant pressure due to increasingly fierce global competition and the shift of work systems toward automation, leading to reduced labor absorption in formal industries (Sánchez-Hernández & Maldonado-Briegas, 2019). This situation was particularly evident in

Tangerang City during the 2020–2021 period, when economic growth in the manufacturing and industrial sectors contracted to below zero percent. As a result, household consumption per capita decreased, indicating that the formal sector was no longer able to serve as a pillar of inclusive economic growth (Jagire, 2019).

In this context, Micro, Small, and Medium Enterprises (MSMEs) have become a crucial buffer for community welfare, especially during the pandemic. Over the past three years, the MSME sector has shown positive growth in the number of enterprises, employment, and income ratio compared to other sectors. This growth demonstrates the resilience and adaptability of MSMEs in facing structural changes in the economy. However, despite this potential, MSMEs still face challenges in digital transformation, limited marketing capacity, and access to technology. Based on these gaps, the novelty of this community service program lies in strengthening MSME digital literacy and marketing innovation through an inclusive, technology-based approach. Unlike previous community engagement programs that focused solely on financial or operational aspects, this program emphasizes building digital capabilities and adaptive marketing strategies to help MSMEs compete sustainably in the digital economy ecosystem. The implementation of this program is expected to create a long-term solution that enhances the competitiveness and inclusivity of local MSMEs, especially in the post-pandemic recovery phase.

Reviewed based on some of the facts above, according to the recommendations of several macroeconomists, it is to strengthen the economic structure in terms of supply and demand in aggregate. People who no longer have jobs, can start to entrepreneurship independently with effective and optimal training and capital (Wahrini & Hasbi, 2024). In terms of aggregate demand, the government has implemented a liquidity assistance policy in the form of direct cash assistance for basic food packages, cash and other logistical assistance. In terms of increasing aggregate captivity, of course, the community must be able to take an active role in restoring the economy, one of which is by participating in entrepreneurial activities progressively.

An entrepreneur is someone who dares to act independently by utilizing all available resources and efforts, including the ability to identify new products, determine innovative production methods, organize operations for the procurement and marketing of goods, and manage operating capital to create added value. According to Sukirno (in Fahrika & Roy, 2020; Sony Erstiawan et al., 2021), entrepreneurs generally possess several distinctive characteristics such as courage, creativity, the willingness to take risks, strong passion and determination, accurate perception and analytical ability, a non-consumptive mindset, leadership spirit, and a future-oriented perspective.

In today's context, the novelty of entrepreneurship lies in the dynamic ways individuals adapt and innovate amid rapid technological and social changes. Becoming an entrepreneur is no longer limited to starting a business in the conventional sense but also involves designing creative and sustainable ventures that address real societal problems. Prospective entrepreneurs are encouraged to conduct market and product research, gain inspiration from others' experiences, identify opportunities through competitors' weaknesses, stay updated with trends, and prioritize simplicity and practicality in execution.

Viewed from the economic scale, entrepreneurship can be categorized into three main stages. The first is micro enterprises, which generally involve individuals or family-based businesses. The second is medium enterprises, which operate under more formal structures such as limited liability companies (PT) or commanditaire vennootschap (CV). Finally, the third is large enterprises, which include conglomerates, holdings, or publicly listed companies. This progression reflects the continuous growth of entrepreneurial capability and the evolution from personal initiative to institutionalized economic impact.

According to research conducted by Dwiastanti and Mustapa (2020), several factors determine whether a business can remain in demand during the pandemic. Businesses that focus on meeting basic needs, adapt to changing conditions, and maintain stable cash flow tend to survive better. In addition, selecting ventures that require substantial yet well-managed capital, optimizing marketing through social media, and expanding gradually as the business grows are also key strategies for sustaining operations amid uncertainty.

Meanwhile, research conducted by Syaiful and Eliham (2020) emphasizes the importance of effective sales strategies in achieving business success. Strengthening and maintaining good

relationships with customers, crafting persuasive sales messages, and employing creative selling techniques with attractive product packaging are crucial aspects of ensuring competitiveness. Furthermore, entrepreneurs are advised to remain resilient and avoid panic-driven decisions that may disrupt sales performance during challenging situations. This synthesis highlights that business resilience during the pandemic relies not only on financial management and product relevance but also on creativity, adaptability, and relationship-driven marketing (Alves et al., 2019; Bidgood, 2019).

IMPLEMENTATION METHODS

The community service program was implemented on Wednesday, September 27, 2025, using a combination of the Asset-Based Community Development (ABCD) and Service Learning (SL) approaches. These methods emphasize the empowerment of existing community assets—in this case, the skills, motivation, and potential of inmates at the Class I Correctional Institution in Tangerang City—by transforming them into productive and independent entrepreneurs. The program involved 30 inmate participants, selected based on their interest and motivation to engage in entrepreneurship after release.

This activity was organized by the community service team from the Faculty of Business, Buddhi Dharma University, represented by Mr. Ir. Heri Satrianto, MM, a Management Lecturer who served as the main facilitator during the training session. The Combination of PAR, ABCD, and SL within the four operational ensures that the program is not only focused on achieving entrepreneurship but also promoting the sustainable independence of MSMEs. In this way, MSMEs are not merely beneficiaries but also key actors in the transformation of their businesses. The following diagram presents the stages of the community service program implementation (Kerrigan & Johnson, 2019; Siekierski et al., 2019).

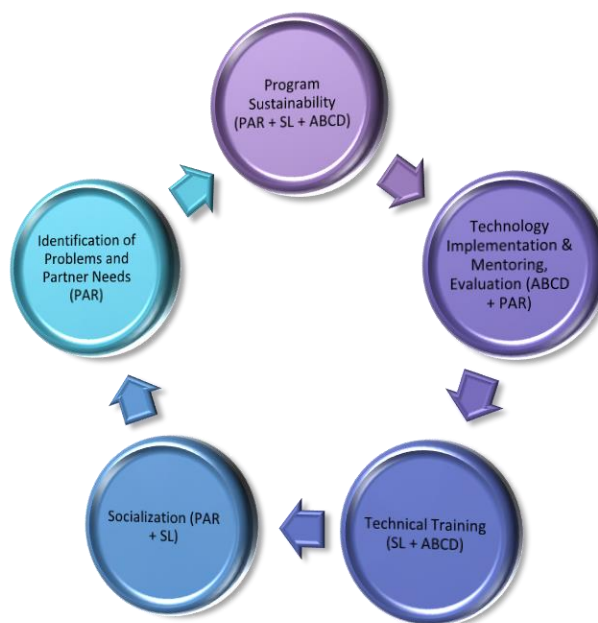


Figure 1.
Stage of Community Service Implementation in Class 1 Institutional Correction in Tangerang City

Throughout the program, participants were also engaged in character-building and nation-building sessions designed to develop positive attitudes, resilience, and self-confidence. This integrative method provided not only technical knowledge but also emotional and motivational reinforcement to prepare inmates for reintegration into society as productive individuals.

RESULTS

With good cooperation between the community service team of Buddhi Dharma University and the Class 1 Correctional Institution of Tangerang City, the event can run well and smoothly. The material presented by Mr. Ir. Heri Satrianto MM was quite well understood by the training participants, the result was that the training was quite conducive with very high enthusiasm of the participants. The inmates also feel helped by the entrepreneurship training because it has added *soft skills* in making MSME products that have competitiveness and high value.

Therefore, it is hoped that the inmates will be able to run sustainably with topics and themes that remain relevant according to the needs of the inmates.

Table 1. Description of Activities

Documentation Photo	Description
	Entrepreneurship Material Presentation Session by Mr. Ir. Heri Satrianto, MM
	Group Photo Session at the Entrepreneurship Training for Prisoners of Class 1 Prison in Tangerang City

In the training session on business opportunities, the inmates were given several product options to be developed, namely products in food, beverages, handicrafts, and others. The need for awareness from an early age to be entrepreneurial must be emphasized to the inmates of the Class 1 Prison in Tangerang City as a form of empowerment to the community in an inclusive manner. It is hoped that the inmates can become useful people for the regional and national economy as a form of contribution to advancing national development (Forenbacher et al., 2019; Murphy et al., 2019; Quinn & Meiners, 2019).

Table 2. Profile of Class 1 Correctional Institutional in Tangerang City

No.	Participant Charateristics	Category / Description	Number of Participant	Percentage
1	Total Participant	-	30	100
2	Gender	Male	24	80
		Female	6	20
3	Age Range	20 – 45 years old	30	100

4	Education Background	Junior High School	9	30
		Senior High School	18	60
		Vocational Trainign	3	10

The community service program involved 30 inmate participants from the Class I Correctional Institution in Tangerang City. The participants consisted of 24 males and 6 females, aged between 20 and 45 years old. In terms of educational background, most participants had completed senior high school (18 participants), while others had completed junior high school (9 participants) or vocational training (3 participants). All participants were selected based on their motivation to engage in entrepreneurial activities and their willingness to participate in training and follow-up programs after release (Velazquez et al., 2019).

Table 3. Program Success Indicators and Measurement Methods

Indicator	Fair	Good	Very Good
Material Delivered	5 (33,3%)	5 (33,3%)	5 (33,3%)
Presenter's delivery ability	3 (15%)	12 (60%)	5 (25%)
Facility Provided	2 (10%)	13 (65%)	5 (25%)

Source : Processed Data (2025)

The success of the program was measured through multiple indicators, including the enhancement of entrepreneurial knowledge and skills, the ability to design and simulate market-relevant products, and participants' satisfaction with the training. Pre- and post-tests were conducted to assess the increase in knowledge and practical abilities, while a difference test was applied to determine the statistical significance of improvements. In addition, a satisfaction survey was carried out to evaluate participants' perception of the training process and its relevance to their personal development (Himanshu et al., 2019; Maranto et al., 2019; Menor-Campos et al., 2019).

Table 4. Results of Substantive Aspect Evaluation

No	Indicator	Before Acitivity (%)	After Activity (%)
1	Participant understand digital business models and market opportunities in the era of industry 4.0	22	88
2	Participant can utilize social media and marketplace platform for their business	18	90
3	Participant are able to design and implement labour-intensive products with high value and market relevance	15	85
4	Participant know how to apply digital tools in production, packaging, and marketing (e.g, design software, online selling)	12	82
5	Participant understand principles of business continuity and adaptive strategies in a post-pandemic, industry 4.0 environment	20	92

Table 4 presents the results of the substantive aspect evaluation measuring the improvement in inmates' entrepreneurial knowledge and digital readiness after participating in the community service program. The data indicate a significant increase in participants' understanding of business concepts and skills relevant to the Fourth Industrial Revolution. Before the activity, only a small percentage of inmates were familiar with digital business models, social media marketing, or technology-based production processes. After the training, however, there

was a substantial improvement across all indicators, with the highest increase observed in understanding digital business opportunities (from 22% to 88%) and the use of social media for marketing (from 18% to 90%). These findings demonstrate that the entrepreneurship training effectively enhanced inmates' digital literacy and adaptive entrepreneurial capabilities, aligning with the program's goal of preparing them for sustainable business opportunities in the Industry 4.0 era.

DISCUSSION

The findings of this community service program demonstrate that the development of business opportunities for inmates in the post-pandemic era serves as an effective strategy for both economic recovery and social reintegration. The entrepreneurship training conducted at the Class I Correctional Institution in Tangerang City successfully increased participants' understanding of post-pandemic business strategies, product selection based on market demand, and the creation of labor-intensive products with high selling value. The evaluation results indicate that participants' understanding of digital business models and market opportunities in the Industry 4.0 era increased significantly. This improvement demonstrates the effectiveness of the *Service Learning* (SL) and *Participatory Action Research* (PAR) approaches, which actively involve participants in exploring digital business ideas. Participants not only received theoretical knowledge but were also trained to identify business opportunities aligned with technological changes and market needs, reflecting their readiness to adapt in an increasingly competitive digital economy. Participants' ability to utilize social media and marketplace platforms for business activities also rose sharply. This surge highlights the successful application of the *Asset-Based Community Development* (ABCD) approach, which optimizes participants' existing digital knowledge and skills (Dinsmore, 2019; McNeely & Ashton, 2019). The practical training covered promotional strategies, digital content creation, and effective online store management, competencies that are crucial in Industry 4.0 while supporting the achievement of SDG 8 through expanded and inclusive economic access.

Moreover, participants' capability to design and implement high-value, labor-intensive products increased, proving that the training effectively fostered creativity and market orientation. Through PAR and SL methods, participants engaged in production simulations and product evaluations, gaining insight into the importance of work efficiency, added value, and design innovation, thus contributing to SDG 9 on innovation and economic sustainability. Their proficiency in using digital tools for production, packaging, and marketing rises, demonstrating the program's success in introducing applicable technological skills. The ABCD approach encouraged the use of available resources, such as digital devices and networks, enhancing participants' digital literacy as a foundation for adapting their businesses in the Industry 4.0 era (Bhatia & Soletti, 2019; Fahd & Venkatraman, 2019).

Participants' understanding of sustainable business principles and adaptive strategies in the post-pandemic context also increased significantly. This result confirms the program's success in instilling awareness of long-term planning, risk mitigation, and business resilience in response to market changes. Through Service Learning, participants reflected on social responsibility and economic sustainability, aligning with SDG 8 and SDG 16, as it strengthens individuals' capacity to build ethical and competitively sustainable businesses (Dauphinee et al., 2019; Horton et al., 2019; Zhang et al., 2019). Overall, all indicators demonstrate that the program effectively enhanced participants' digital competencies, creativity, and strategic awareness, enabling them to face the challenges of Industry 4.0 practically and sustainably (Choi et al., 2019; Iqbal et al., 2019).

Theoretically, the results reinforce the perspective that entrepreneurship-based rehabilitation is a transformative model capable of bridging economic and social objectives. Practically, this program contributes to reducing unemployment, preventing recidivism, and promoting inclusive growth—objectives that align with the Sustainable Development Goals (SDGs), particularly Goals 8 (Decent Work and Economic Growth) and 10 (Reduced Inequalities).

(Ille & Peacey, 2019; Williams, 2019). For long-term sustainability, it is recommended that the correctional institution establish continuous partnerships with local governments, MSME networks, and digital marketing platforms to provide follow-up training, incubation programs, and market access. In summary, this program not only achieved its short-term objectives of increasing entrepreneurial capacity and motivation among inmates but also initiated a long-term social transformation process (Dalman et al. 2024). By turning correctional facilities into centers of empowerment and innovation, community service programs like this become a cornerstone of inclusive national recovery and human capital development in the digital era (Pinho & Borges, 2019; Raphael & Sayani, 2019).

CONCLUSION

This community service activity was successfully implemented in accordance with its objectives and targets, namely to enhance the entrepreneurial knowledge, skills, and motivation of inmates at the Class I Correctional Institution in Tangerang City. The program ran smoothly without any significant obstacles, supported by active participation and high enthusiasm from the inmates throughout the training sessions. Participants expressed that the entrepreneurship workshop provided by Buddhi Dharma University was highly beneficial and inspired them to pursue independent business opportunities after their release. These outcomes indicate that the program achieved its main goal of empowering participants through practical and motivational approaches that encourage economic self-reliance and social reintegration.

Although the activity was carried out effectively, several challenges were identified, such as the limited duration of training and the need for continuous mentoring to ensure sustainability of learning outcomes. Therefore, future community service activities are recommended to involve broader collaboration between academics, government institutions, and business actors to strengthen the entrepreneurial ecosystem within correctional facilities. In addition, researchers are encouraged to develop adaptive business models and follow-up programs that remain relevant amid economic uncertainty. By maintaining cross-sector synergy and long-term mentoring, similar initiatives can continue to foster inclusive and sustainable empowerment for inmates, ultimately contributing to national economic recovery and social resilience.

ETHICAL CONSIDERATIONS

This community service program was conducted in accordance with publication ethics, ensuring honesty, transparency, and accountability in reporting processes. All participants were informed about the purpose and scope of the activity, and their participation was entirely voluntary. The authors declare that there are no conflicts of interest related to this program or its outcomes. Funding for the implementation of this activity was provided by the Faculty of Business, Buddhi Dharma University, as part of its institutional commitment to community engagement and social empowerment.

CONFLICT OF INTEREST

The authors declare that there are no conflicts of interest related to the design, implementation, analysis, or reporting of this community service program. All decisions regarding program activities and data presentation were made objectively and without influence from any external parties that could compromise the integrity of the findings.

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