

## RESEARCH ARTICLE

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## Prioritizing the Implementation Barriers of Prison Entrepreneurship Program from Employees' Perspective (Case Study: Central Department of Kerman Prisons and Kerman Prison)

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### Abstract

The Prison Entrepreneurship Program is a rehabilitation program that attempts to return former illegal entrepreneurial activities to legal entrepreneurship through training and skills enhancement and providing support both in prison and after release. This paper aimed at prioritizing the implementation barriers of Prison Entrepreneurship Program from employees' perspective, in the Kerman City Prison and the Central Department of Kerman Province Prisons. It is applied research and it is exploratory study. First, the barriers of the program extracted from its official reports. Then, the analytical tree was designed, and by considering it, the AHP questionnaire, include of 13 paired comparisons was designed and completed by 25 experts (employees of mentioned departments) which were selected by purposive sampling. After gathering preliminary data, the final weights were obtained through Expert Choice software 11. Based on the results, at the level of the criteria, the "legal barriers" with a relative weight of 0/470 won the first rank and the "financial barriers" with a relative weight of 0/280 won the second rank. At the level of alternatives, in general, the "lack of funding support" with a final weight of 0/163 won the first rank and the "criminal records" with a final weight of 0/140 won second place.

**Keywords:** *Entrepreneurship program, Inmates entrepreneurship, Entrepreneurship barriers*

### Introduction

One of the most important tasks of prisons is to discipline and reform prisoners through training them and providing them with work activities with the aim of reducing recidivism and the rate of returning to prison. Entrepreneurship is defined as creating value process (Kouseh Gharavi & saffarian Hamedani, 2019: 162). Entrepreneurship is innovation depended and on the other side, innovation depends on knowledge and

education (Karimi et. al, 2019: 2). Entrepreneurship education, budgeting, culture and support are components of entrepreneurial environments (Peter Vogel, 2013) quated (Jafari Sangari et. al, 2019: 25). Examining the barriers of the implementation of successful global programs in the field of entrepreneurship education that have passed their trial and error can help in removing their barriers, implementing them and, if necessary, localizing them. One of these successful global

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programs, which critics refer to as the gold program of entrepreneurship training for prisoners, is the Prison Entrepreneurship Program. The aim of this research is to prioritize the barriers of the implementation of this program so that by applying the results obtained and trying to remove these barriers in prisons, the prisoners will be reformed people and value creators and they will return to the society as entrepreneurs.

Education in prison is seen as a way to return prisoners to society, both in criminal and criminological policies, and in educational policies (Mertanen and Brunila, 2017). Ex-prisoners do not have the education, skills, or social support needed to participate in their return to society. As a result, some ex-prisoners reoffend within the first weeks or months after release (Johnson, Wubbenhorst, & Schroeder, 2013). There are good reasons to believe that some ex-prisoners can be successful entrepreneurs. Studies show that prisoners and entrepreneurs get similar scores in terms of need for self-actualization, desire for personal innovation, desire to plan for the future, and desire for independence (Center for Entrepreneurs, 2016).

In recent years, companies with a social approach have been established. An example is the Manhattan Institute award for those social entrepreneurs who have found solutions to solve social problems. This institution has recently used social entrepreneurial programs for prisoners. It teaches prisoners the skills needed to set up economic enterprises so that they can work with other organizations as soon as they are released (Certo and Miller, 2008) quoted by (Asadi, Razavi and Farasatkah, 1390).

The educational and training program of Iran's prisons is technical and vocational training in prisons across the country, which only deals with skill training and focuses more on self-employment than entrepreneurship, and

researches have shown that it has flaws and needs to be reformed; For example: according to the conducted research, Meshkinshahr prison's technical and vocational training for released prisoners had less effects on their employment; Because the results of this research showed that 43% of the trained prisoners in Meshkinshahr city after their release were able to find suitable jobs for themselves and suited to their skills, and 57% of the prisoners remained unemployed after leaving the prison; that this issue can pave the way for repeating the crime. Other reasons for the unemployment of released prisoners based on the results of the research is that, from the point of view of the graduated, the quality of education, including the quality of coaches, instructors, facilities and educational space, is not at all favorable, and this issue requires serious attention from the authorities (Mahdavi, Saber and Azad, 1392: 19).

A very different approach to achieving personal change and taking responsibility for building the future is being taken by the Prison Entrepreneurship Program in Texas. By providing training and upskilling and providing support both in prison and after release, this rehabilitation program attempts to "return formerly illegal entrepreneurial activities to legal entrepreneurship" (Jacobson & Fair, 2017).

It is clear that it is important to implement reformatory and employment programs in all prisons. However, since the city and province of Kerman is located on the route of transporting narcotics from Afghanistan to the center of Iran and the prisons of this region have a relatively large population, the implementation of educational, correctional and employment programs for the prisoners of these prisons is more important. If Successful international programs such as the Prison Entrepreneurship Program be used to train these prisoners, the course of criminal

activities of prisoners to earn money can be changed to entrepreneurial activities.

While the educational program in Iran's prisons is the Technical and Vocational Training Program that only emphasizes on skill training, pioneering programs are being implemented in the world that emphasize on entrepreneurship education to prisoners, not just skill training. Criticism and analysis and statistics of these entrepreneurship training programs have shown that these programs have high output and success. The innovation of this applied research is to investigate the barriers of one of the best types of entrepreneurship training programs for prisoners in Iran's prisons, so that the relevant officials become familiar with these types of programs, and by examining the barriers of their implementation, the authorities can remove the barriers of implementation of such programs and implement the program.

This research has no hypothesis and seeks to answer the main question "How are the barriers of the implementation of the Prison Entrepreneurship Program prioritized?" Also, the sub-questions, main objective and sub-objectives are as follows:

How are the cultural barriers of the implementation of the Prison Entrepreneurship Program prioritized?

How are the legal barriers of the implementation of the Prison Entrepreneurship Program prioritized?

How are the financial barriers of the implementation of the Prison Entrepreneurship Program prioritized?

The main goal: The main goal of the research is to know the barriers of the implementation of the Prison Entrepreneurship Program from the point of view of the prison staff of Kerman ci and the Central Department of Prisons of Kerman province and to explain why and how.

Sub-goals: Investigating legal barriers, financial barriers and cultural barriers to implementing the Prison Entrepreneurship Program.

Due to the exploratory nature of the current research, only answering the questions is sufficient.

### **An overview of the theoretical foundations and research background:**

Since 1798, "correctional education" programs have tried to prepare prisoners with the skills and tools necessary for reentry. A ROND Institute<sup>2</sup> meta-analysis found that inmates who participated in correctional education programs had a lower recidivism rate (43% lower) than those who did not. Another study tested the output of 3200 released prisoners from three US states. Researchers found that inmates who participated in prison education programs had a lower rate of return to prison during the first three years of their release than those who did not participate (English, 2016). How to achieve this reduction in recidivism rates has been discovered: programs such as higher education for inmates, work in prison, and entrepreneurship programs have been tested to determine the effect of specific interventions on reducing recidivism rates. Suuers, 2009). Reducing recidivism is not the only important measure of the effectiveness of the Prison Entrepreneurship Program (PEP). While correctional education can save the national budget by preventing people from reoffending, this program can also help change prisoners into students, entrepreneurs, and reliable family members and role models outside of prison, to add value to society (English, 2016).

It seems logical for prisoners to enter the field of entrepreneurship, because both prisoners and entrepreneurs have some

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psychological characteristics in common: the need for innovation and discovering opportunities. In addition, by definition, entrepreneurs destroy some common styles of social functioning with the aim of creating new styles: Joseph Schumpeter (1950) called the economic change of entrepreneurship "creative destruction". Prisoners share this experience of working outside the "customary" realm of society with entrepreneurs. There is a growing theoretical framework regarding the characteristics of individuals who initiate new ventures (criminal or legal) to explore untapped market needs. These theoretically oriented entrepreneurial characteristics, such as the need for independence and the tendency to disregard convention, were first presented by Baumol (1990), who theorized that, when the entrepreneurial personality is faced with a limited labor market, criminal risks spread. (Suuers, 2009).

The PEP prison entrepreneurship program is one of the pioneering, large and competitive entrepreneurship programs in the United States of America; And in terms of structure and context, it is one of the most influential and powerful programs among similar programs. This program seeks to reduce the rate of return to prison and increase economic opportunities for imprisoned people through entrepreneurship training and providing return services. PEP operates a mentoring and entrepreneurship education program in four prisons in Texas and provides community reentry services for its graduates. Return services include: transition assistance, temporary accommodation, post-release employment and entrepreneurship support.

Description of three groups of cultural barriers, financial barriers and legal barriers:

- Cultural barriers:

- "Health problems (physical and mental)"

Upon release, economic barriers, the stigma of a criminal conviction, and often the challenges of mental health and addiction make reentry a sad prospect for citizens returning from prison. These challenges bring some people back to the plans and behaviors that initially sent them to prison (English, 2016). 60 to 70 percent of prisoners used drugs before being imprisoned. More than 70% suffer from at least two mental disorders and 20% of men and 37% of women sentenced to prison committed suicide in the past (Social Exclusion Unit, 2002).

- "labelling and social stigma due to the crime "

In many cases, it may be assumed that when a prisoner's sentence ends, his punishment process ends. For many convicts, it has been challenging to get out of prison and face society and restart social life. In this period, numerous studies have also shown that released criminals face challenges such as social labels and family ties in integrating with society (Arditti and Few, 2008) quoted by (Mir Hosseini and Larijani, 2017).

- "resistance to change and risk-taking of prison managerial board "

Contrary to the centralization of prison management during the last few decades, when deciding to allocate funds for programs, managers make the final decision. This means that when an organization wants to implement an entrepreneurship program - regardless of how successful it has been in other prisons - it needs to obtain the permission of the manager to implement it. Repeatedly communicating with managers through administrative bureaucracy is a waste of time, especially for charities with periodic resources, so some entrepreneurial programs operate on a limited basis despite low recidivism rates and high potential. The nationwide centralized regulations should consider the opposition to the risk of some managers as unacceptable.

However, more work is needed to train managers to think and act entrepreneurially (Center for Entrepreneurs, 2016).

- Financial barriers

- "economic insecurity of ex-prisoners"

When people are arrested and imprisoned, great financial damage is imposed on their families and themselves. One-third of the prisoners lose their place of living when they are in prison, two-thirds lose their jobs, more than one-fifth face increasing financial problems, and two-fifths lose contact with their families. (Social Exclusion Unit, 2002).

- "lack of funding support"

Analyses show that spending on correctional education programs is more cost-effective than spending on recidivism and returning to prison; But this issue is not considered in many executive programs of prisons. (Davis et al., 2013).

- Legal obstacles

- "Criminal record"

Legal barriers often prevent people with a history of incarceration from accessing employment to earn living wages, and they cannot get out of poverty or distance themselves from it (Lindahl and Mukamal, 2007). Finding work is difficult for people with a criminal record. Most employers are very cautious about hiring such people, and laws often prohibit people with criminal records from hiring certain jobs (Prisoner Reentry Institute, 2006) cited in (Sonfield, 2008).

- "not granting furlough for market research"

Furlough prepares prisoners for life outside of prison. It allows people who will be released soon to do useful activities in the community for their return. Prisoners who are starting a business may apply for furlough to visit their desired environment and workplace, open a bank account, manage market research, secure financing, and evaluate some other problems

that arise after prison. Evaluate the freedom they face (Center for Entrepreneurs, 2016).

- "prisoners' lack of access to computers and information technology"

If we are looking for employment, continuing education, and in other words returning prisoners to the society, they should have the opportunity to use and improve digital skills during their imprisonment. The limitations of using the Internet have greatly affected the teachers. Some instructors have stated that they have not been able to use valuable internet resources as part of the lessons. These restrictions need to be reviewed, removed as much as possible, and in some cases need to be reduced. The current situation is a barrier to markets for the talented and inspiring educators that prisons need (Coates, 2016).

- "high security levels for the implementation of educational programs"

The use of correctional methods and treatment in prison is facing security restrictions, so that counselors and therapists are less able to advance their plans for the benefit of the prisoner, and gradually their work quality reduces and becomes a mediator between the prisoner and the authorities. (Sakhavat, 2012).

### Literature Review

- Initiative for Competitive Inner City (2018), in a report entitled "Impact Analysis of the Effects of the Prison Entrepreneurship Program", introducing the Prison Entrepreneurship Program (PEP) and analyzed its effects, including creating economic opportunities, reducing the rate of recidivism and presented the results including the statistical tables of the effects of this program and explained that this program acts as an effective variable on the development of the workforce and returning to the society. And stated that one of the

important obstacles for the activities of the graduates is the lack of financial support for them.

- Center for Entrepreneurs (2016) in a report titled "From Inmates to Entrepreneur: How Entrepreneurship Training in Prison Can Break the Cycle of Recidivism", introduced the Prison Entrepreneurship Program (PEP) and other educational programs in prisons and has introduced the barriers of these programs and has explained in detail the goals and history, design, statistical tables of inputs and outputs of the programs, the reason for the suitability of entrepreneurship education to prisoners, the reason for lack of development of these programs and the case study of successful startup entrepreneurs trained in these programs and concluded that instead of trying to teach only skills, the best method is to teach entrepreneurship to prisoners. Entrepreneurship should be considered as a variable that reduces the repetition of crime. As the theoretical and experimental studies have shown, psychologically, prisoners have many similarities with entrepreneurs, and their potential should be put on the path of flourishing.
- Powell (2016) in his dissertation "An Analysis of Entrepreneurial Education in the United States" stated that having a criminal record, employment will be a rough path for prisoners. Entrepreneurship education programs due to the nature of grounding Self-employment has promising results and is becoming more widespread day by day. Entrepreneurship education is one of the best ways to reduce the rate of recidivism and reduce returning to prison. He concluded that

prison entrepreneurship programs are better than other programs. They have a lower rate of returning to prison, and in addition, they have social and economic benefits, including an increase in employment in general.

- Coates (2016) in the report "Unlocking Potential: A review of Education in Prison", measured the success of education in prison, the participation rate of prisoners in these programs and the effects of the failure of these programs. He concluded that prison managers should participate and take more risks to increase the effectiveness and efficiency of these programs and pay more attention to these programs. He also pointed out the need for creating the culture in this field, aptitude research, increasing the knowledge and skills of trainers, more cooperation and cooperation for prisoners who suffer from physical and mental problems and addiction and stated that education should be in accordance with the economic needs. He also mentioned we should give special attention to using computer skills and information technology and their facilities should be provided in prisons.

#### **Conceptual model, research questions and hypotheses:**

This research has no hypothesis and seeks to answer the questions mentioned in the introduction section.

#### **AHP model**

AHP model of barriers of implementation of the Prison Entrepreneurship Program includes the main 3 criteria and 9 alternatives as follows:

Table 1.

*AHP model of criteria and alternatives of barriers of implementation of the Prison Entrepreneurship Program (PEP)*

	Criterion	Alternative
Prioritizing the implementation barriers of the Prison Entrepreneurship Program	Financial	Economic insecurity of ex-prisoners (Center for Entrepreneurs, 2016: 23; Social Exclusion Unit, 2002: 5; Western et al., 2014: 4; Coates, 2016: 40)
		Lack of funding support (Davies et al., 2013: xviii; Center for Entrepreneurs, 2016: 22)
	Legal	Criminal record (Lindahl and Mukamal, 2007: 6; Center for Entrepreneurs, 2016: 6; Sonfield, 2008: 193; Hasani, 2015: 4; Powell, 2016: 1)
		Not granting furlough for market research (Social Exclusion Unit, 2002: 9; Center for Entrepreneurs, 2016: 22)
		Prisoners' lack of access to computers and information technology (Coates, 2016: 44-49; Center for Entrepreneurs, 2016: 21-22; Clark, 2016: 6-8)
	Cultural	High security levels for the implementation of educational programs (Sakhawat, 1382: 4; Center for Entrepreneurs, 2016: 21)
Health problems (physical and mental) (English, 2016: 1; Center for Entrepreneurs, 2016: 22; Rezvani et al., 2009: 107-110; Social Exclusion Unit, 2002: 6; Davoudi and Ahmadi, 2014: 77)		
labelling and social stigma due to the crime (Mir Hosseini and Larijani, 2017: 52; Vervai and Varvai, 1395: 45-35; Saedi and Hosseini, 1394: 10; Baghi and Mousavi, 1396: 537; Sakhawat, 2013: 9)		
		Resistance to change and risk-taking of prison managerial board (Mazloumi et al., 2006: 72-73; Jezini, 1395: 116; Center for Entrepreneurs, 2016: 20-21)

**Research Methodology**

The current research is in the field of applied research in terms of its purpose, and in terms of research method, it is an exploratory study. Analytic Hierarchy Process was used to determine the importance and prioritization of barriers of the implementation of the Prison Entrepreneurship Program. After designing and creating a hierarchical model of the criteria and alternatives extracted from the literature, a pairwise comparison questionnaire including 13 pairwise comparisons was designed and given to the staffs of Kerman City Prison and the Central Department of Kerman Province Prisons. The Judgment sampling method was used and the questionnaires given to the participants in person. The statistical sample was selected from the experts of the relevant departments according to the level of communication to the entrepreneurship

programs and their awareness of the prison educational programs. First, the matrices of pairwise comparisons were prepared for all the respondents and the consistency ratio of each of them was calculated through the Expert Choice software 11. Next, the relative importance of each criterion and alternative in its own group and finally their weight and rank compared to other criterion and alternatives were calculated and determined.

The statistical population includes experts with more than 5 years of work experience in the Central Department of Prisons of Kerman Province and Kerman City Prison (experts in AHP method).

Regarding the sample size and sampling method, 25 people were selected among the experts available in the Kerman City Prison and the Central Department of Prisons of Kerman Province, who were closely related

and familiar with entrepreneurship programs, using the purposeful (judgment) sampling method.

For the current research, according to the stages, goals and methods of the research, the data collection methods are as follows:

1. Library studies: in order to collect theoretical information and foundations and literature of the research we used library sources, reports of the Prison Entrepreneurship Program and Baylor University of Texas, articles and also the Internet (including the official site of the prison entrepreneurship program and the official site of Baylor University of Texas).

2. In order to collect the data needed to provide answers to the research questions, the tool used was the paired comparison questionnaire. Questionnaires have been given to the participants in person.

The method used to analyze the data obtained from the paired comparisons questionnaire is the Analysis Hierarchy Process (AHP). The data analysis tool in this research is Expert Choice 11, which is a professional software for Analysis Hierarchical Process. Since pairwise comparisons are only a mathematical matrix and do not have the meaning of a statistical questionnaire, the validity and reliability of the pairwise comparison matrix has no meaning. Consistency ratio is used to measure the reasonableness of pairwise comparisons. If the consistency ratio is 0.1 or less, the comparisons are consistent. The consistency ratio is

calculated from the following formula and by Expert Choice software.

$$CR=CI/RI$$

CR Consistency Ratio

CI Consistency Index

RI Random Index

## Findings

Descriptive data analysis:

Among the selected employees (25 people) of the Central Department of Prisons of Kerman Province and Kerman City Prison, 21 people (84%) were male and 4 people (16%) were female. The education of 15 people (60%) was bachelor degree and 10 people (40%) had master degree and doctorate. 9 people (36%) had work experience between 6 and 10 years, 10 people (40%) between 11 and 15 years, and 6 people (24%) had work experience of 15 years or more. 6 people were managers and assistants (24%), 12 people (48%) were educational trainers, and 7 people (28%) were employees and caseworkers related and informed in the field of entrepreneurship programs.

## Introduction of research factors

Using the literature, 9 alternatives in three criteria (financial, legal and cultural) were extracted as implementation barriers of the Prison Entrepreneurship Program, which are given in Table 2.

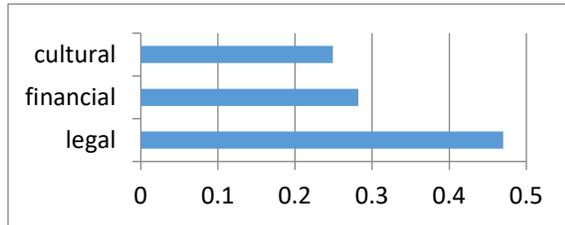
Table 2.

### Introduction of research factors

	Criterion	Alternative	Code
1	Financial	Economic insecurity of ex-prisoners	F1
2		Lack of funding support	F2
3	Legal	Criminal record	L1
4		Not granting furlough for market research	L2
5		Prisoners' lack of access to computers and information technology	L3
6	Cultural	High security levels for the implementation of educational programs	L4
7		Health problems (physical and mental)	C1
8		labelling and social stigma due to the crime	C2
9		Resistance to change and risk-taking of prison managerial board	C3

### Results of the AHP method

In order to determine the factors' rank and weight, AHP hierarchical analysis method is used. First, based on table 1, pairwise comparisons of criteria and alternatives were



created and given to experts. The number of experts in this part is also 25 people. After completing the matrices pairwise comparisons, the inconsistency rate of each was calculated, all of which were less than 0.1, which shows the stability and compatibility of the matrices. Then, the pairwise comparisons of the experts were integrated by the geometric mean method, and then entered into the Expert Choice 11 software to determine the weights. Then, the results of pairwise comparisons and weights are given. The hierarchical model of the research is already shown in Table 1.

We enter the pairwise comparisons of the criteria in the Expert choice software, which calculates the weights of the criteria and is shown in Figure 1.

Table 3.

#### Rank and weights of criteria

Criterion	Weight	Rank
Legal	.470	1
Financial	.282	2
Cultural	.249	3

Figure 1. Weights of criteria

According to Figure 2 and Table 2, the legal criterion with a weight of 0.470 has won the first priority. The financial criterion with a weight of 0.282 has won the second place and the cultural criterion with a weight of 0.249 has won the third place.

Table 4.

#### Rank and weights of financial alternatives

Alternative	Weight	Rank
Lack of funding support	.0578	1
Economic insecurity of ex-prisoners	.0422	2

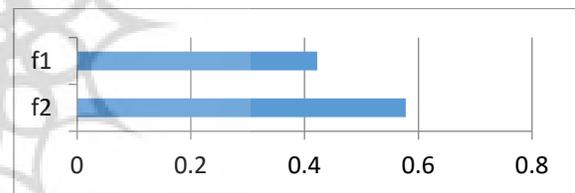


Figure 2. Weights of financial alternatives

According to Figure 3 and Table 3, among the financial alternatives, the 'lack of funding support' with a weight of 0.578 ranked first and the 'economic insecurity of ex-prisoners' with a weight of 0.422 ranked second.

Table 5.

#### Rank and weights of legal alternatives

Alternative	Weight	Rank
Criminal record	.297	1
Prisoners' lack of access to computers and information technology	.253	2
High security levels for the implementation of educational programs	.251	3
Not granting furlough for market research	.199	4

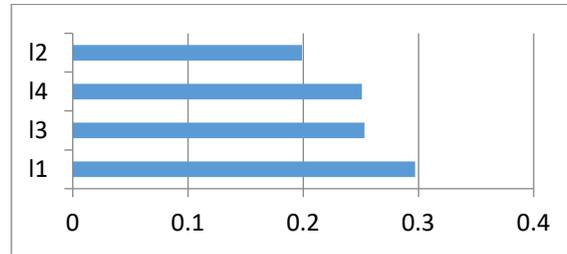


Figure 3. Weights of legal alternatives

According to Figure 4 and Table 4, among the legal alternatives, the 'criminal record' with a weight of 0.297 has won the first place. The 'prisoners' lack of access to computers and information technology' with a weight of 0.253 ranked second, the 'high security levels

for the implementation of educational programs' with a weight of 0.251 ranked third, and the 'not granting furlough for market research' with a weight of 0.199 ranked fourth.

Table 6.

Rank and weights of cultural alternatives

Alternative	Weight	Rank
Resistance to change and risk-taking of prison managerial board	.524	1
Health problems (physical and mental)	.336	2
labelling and social stigma due to the crime	.140	3

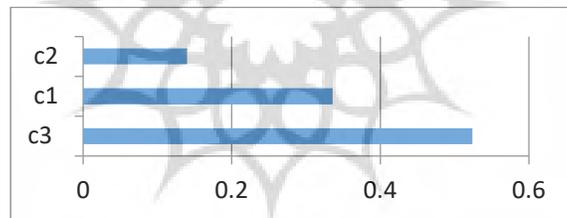


Figure 4. Weights of cultural alternatives

According to Figure 5 and Table 5, the 'resistance to change and risk-taking of prison managerial board' with a weight of 0.524 has won the first rank. The 'health problems (physical and mental)' with a weight of 0.336 and the 'labelling and social stigma due to the crime' with a weight of 0.140 have won the second and third ranks, respectively.

#### Final weight of alternatives

The final weight of the alternatives is obtained by multiplying the relative weight of the alternatives by the final weight of the alternatives, which is given in Table 6 and Figure 6. Based on this, among the 9 alternatives, the 'lack of funding support' has won the first rank. The 'criminal record' and the resistance to change and risk-taking of prison managerial board' have won the second and third ranks.

Table 7.  
*Final weights and rank of alternatives*

Criterion	Weight of criterion	Alternative	Code	Relative weights of alternatives	Final weights of alternatives	Rank
Financial	.282	Economic insecurity of ex-prisoners	F1	./422	./119	4
		Lack of funding support	F2	./578	./163	1
Legal	.470	Criminal record	L1	./297	./140	2
		Not granting furlough for market research	L2	./199	./093	7
		Prisoners' lack of access to computers and information technology	L3	./253	./119	5
		High security levels for the implementation of educational programs	L4	./251	./118	6
Cultural	.249	Health problems (physical and mental)	C1	./336	./084	8
		labelling and social stigma due to the crime	C2	./140	./035	9
		Resistance to change and risk-taking of prison managerial board	C3	./524	./130	3

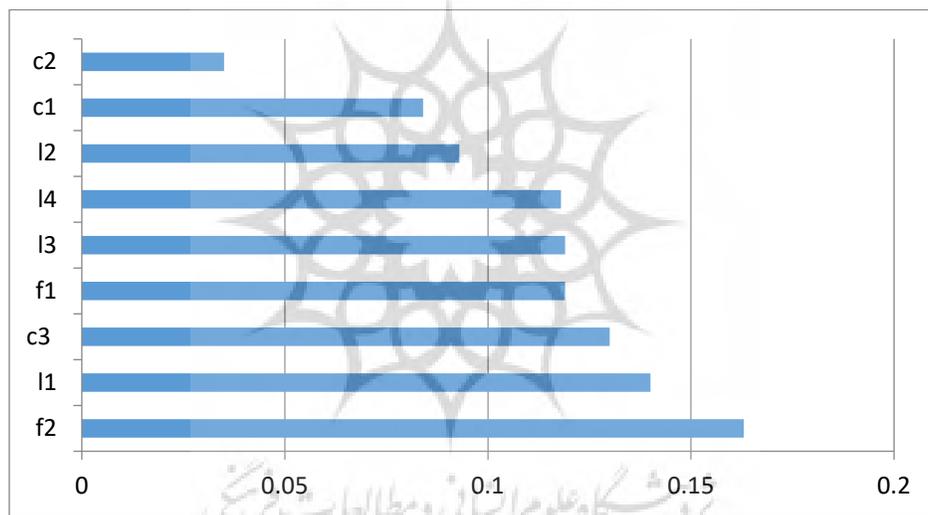


Figure 5. *Final weights of alternatives*

## Discussion

The results of the research showed that among the barriers of the Prison Entrepreneurship Program, "lack of funding support" was mentioned as the first barrier of the Prison Entrepreneurship Program (PEP) with a weight of 0.163 by the respondents. The "lack of funding support" on the one hand is considered a barrier of the implementation of the entrepreneurial program, which requires both government and organizational budgets, as well as the financial support of charities and non-profit organizations; And on the other

hand, to provide financial support and provide free loans and loans to implement the business plans of prisoners who have problems in getting loans, it makes the entrepreneurship path of prisoners difficult.

"Criminal record" has been identified as the second obstacle with a weight of 0.140. In addition to reducing the probability of being employed in common jobs, this obstacle is also considered a big obstacle for a person who is looking for entrepreneurship. A person may need partners for the implementation of his business plan, whose criminal record makes it

more likely that people will not cooperate with him, or he may need to receive a loan from acquaintances, a loan from banks and financial institutions. Having a criminal record makes this difficult or even impossible for him "Resistance to change and risk-taking of prison managerial board" was mentioned by the respondents as the third obstacle with a weight of 0.130, which can indicate the marginalization and loss of innovation in the bureaucratic routine of public organizations. In order to increase the willingness to change and risk-taking of public administration managers, there is a need to provide incentives and support to risk-taking and change-creating managers in public administrations.

The obstacles: "economic insecurity of ex-prisoners" with a weight of 0.119, "prisoners' lack of access to computers and information technology" with a weight of 0.119, "high security levels for the implementation of educational programs" with a weight of 0.118, "not granting furlough for market research" with a weight of 0.093 and "health problems (physical and mental)" with a weight of 0.084 respectively announced as the fourth, fifth, sixth, seventh and eighth barriers from respondents' view point. "Labelling and social stigma due to the crime" is known as the ninth and last obstacle with a weight of 0.035.

### Research limitations

1. The results cannot be generalized to all prisons. For example, managers of other prisons may have a desire to change and take more risks.
2. Collecting research data using a questionnaire, the researcher faces problems such as the impossibility of fully checking the level of accuracy of the respondents and unwillingness to spend enough time and accuracy on the part of the respondents.

### Suggestions

#### Research suggestions

1. According to the fact that among the criteria "legal barriers" have won the first rank, it is suggested to find different aspects of this barrier and its alternatives which are mentioned in this article or possible alternatives which are not mentioned in this research. A research should be conducted that focuses on the legal barriers of implementation of entrepreneurship programs.
2. Considering the fact that the financial obstacles among the criteria have obtained higher ranks (ranks 1 and 4 among the alternatives), it is suggested to carry out research on the methods of removing financial obstacles. Also, research should be done on increasing the acquisition of financial resources for the progress of entrepreneurship training projects in prisons and support centers and charity centers.

#### Practical suggestions

1. Taking into account that among the alternatives, the barrier "lack of funding support" was chosen as the first and the "economic insecurity of ex-prisoners" was chosen as the fourth obstacle, It is possible for the Central Department of Iran Prisons to allocate more budget for the education of prisoners, instead of expanding the system of execution of punishments and prisons, educational and educational measures should be taken into consideration and increase and improve.
2. Considering that among the alternatives in general, the barrier "Resistance to change and risk-taking of managerial board" was chosen as the third obstacle; It is suggested that the management of prisons should be more risk-taking in relation to the implementation of new educational programs in prisons, and that the Central Department of Iran Prisons should provide more support to risk-taking managers.

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