

ADMISSION-ORIENTATION MODEL AT PURWOKERTO CLASS IIA CORRECTIONAL FACILITY



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ABSTRACT

The Class IIA Purwokerto Correctional Facility (Lapas) implements the Admission-Orientation Period (Mapenaling) program as an effort to help inmates adapt to the new environment and prevent violations during their imprisonment. Mapenaling plays an important role in the initial rehabilitation of inmates, but its implementation often faces challenges that affect the effectiveness of the program. This study aims to analyze the implementation of Mapenaling at the Class IIA Purwokerto Correctional Facility and identify the factors that hinder its success. This research uses a qualitative method with a case study approach. Data were collected through observations, in-depth interviews with correctional officers and inmates, and analysis of related documents. The results of the study indicate that there are discrepancies between the implementation of Mapenaling and the established standard operating procedures. Some of the main obstacles include the lack of training and understanding of the Mapenaling material among officers, time constraints, and inadequate resources. As a result, the program has not fully succeeded in shaping inmate behavior in accordance with the rehabilitation goals. The conclusion of this research underscores the need for improvements in the implementation of Mapenaling, including increased training for officers and adjustment of procedures to be more relevant to field conditions. It is hoped that with evaluation and adjustments, Mapenaling can become a more effective instrument in the inmate rehabilitation process at the Class IIA Purwokerto Correctional Facility.

Keywords: Admission-Orientation Period; Mapenaling; Inmate Adaptation; Officer Training; Implementation Challenges



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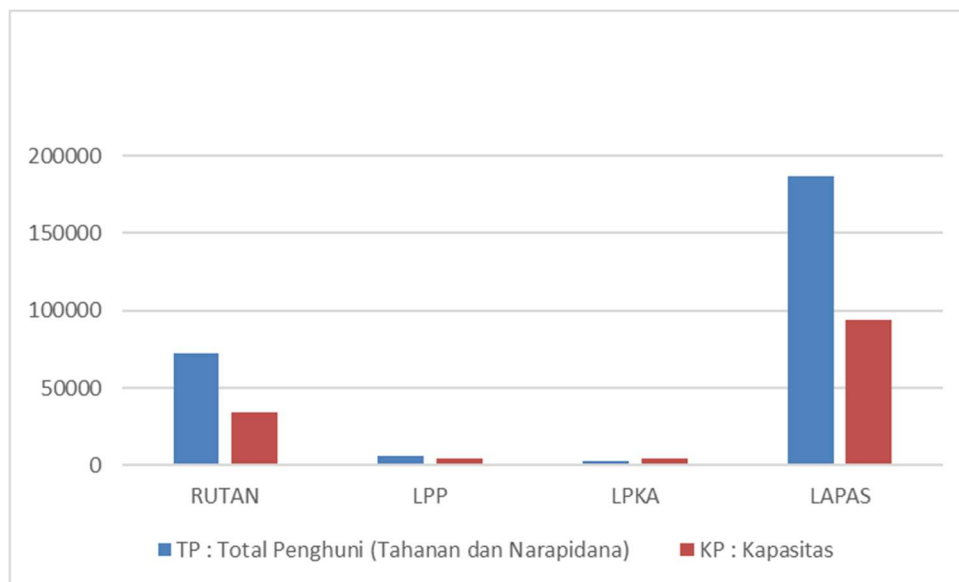
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INTRODUCTION

Correctional Facilities (Lapas) in Indonesia serve as institutions that not only enforce criminal sentences but also provide rehabilitation programs aimed at preparing inmates for reintegration into society. The rehabilitation process begins when inmates first enter the facility through a phase called the admission-orientation period or Mapenaling. This period is crucial as it functions as an introduction during which inmates are given an understanding of the rules, norms, as well as their rights and obligations while serving their sentence in the facility (Ramadhan & Novianti, 2018). Additionally, the Mapenaling phase aims to facilitate inmates' adaptation to their new environment so that they can serve their sentences more effectively. However, in practice, the implementation of the admission-orientation period in most correctional facilities in Indonesia still faces many challenges, one of which is the disproportionate ratio of staff to inmates. This is due to the fact that the number of inmates is often much higher, leading to overcrowding, which in turn affects the activities or programs conducted, including the admission-orientation program.

Figure 1 is the data on facility capacity and the number of occupants in Correctional Technical Units (UPT).



Resource : sdppublik.ditjenpas.go.id, 2024

Figure 1
Occupancy Capacity in All Correctional Technical Units

Based on the data of January 29, 2024, the total number of inmates (detainees and prisoners) was 186,520 people, with a facility capacity of 93,788 people. This means there is a gap between capacity and the number of occupants of approximately 100%. From this data, it can be analyzed how the number of prisoners presents a significant capacity disparity. Meanwhile, in Purwokerto Class IIA Correctional Facility, data taken from the Directorate General of Corrections is as follows.

Table 1
The Classification of Criminal Offenses at Purwokerto Class IIA Correctional Facility

	Type of Inmate Age Classification	Prisoners Adults	Detainees Adults	Total
Classification of Criminal Offenses				
	Special Crimes	348	6	354
	General Crimes	163	50	213
	Total	511	56	567
	Capacity	448		

Source : sdppublik.ditjenpas.go.id, 2024

It is known that the number of occupants in Purwokerto Class IIA Correctional Facility is 567, consisting of 511 prisoners and 56 detainees. From this, we can observe a capacity gap of approximately 18%. Based on the data above, it can be stated that the number of prisoners shows a daily increase, and the number of detainees follows a similar trend. Given this factual condition, the admission process of inmates requires serious attention, especially in terms of respecting and fulfilling human rights.

LITERATURE REVIEW AND RESEARCH FRAMEWORK

Previous literature has highlighted the importance of the Mapenaling phase in various aspects of life in correctional facilities. For example, Rizaldi (2022) examined the psychosocial conditions of prisoners during the admission-orientation period and found that environmental changes and lack of facilities can significantly affect inmates' mental health. Another study by Saifusidak (2021) revealed that during the Covid-19 pandemic, overcrowding issues in correctional facilities further exacerbated the effectiveness of the Mapenaling implementation. On the other hand, research by Linarsih and Wibowo (2021) emphasized the importance of the initial rehabilitation phase in reducing the effects of prisonization by encouraging positive adaptation through programs designed to improve inmate behavior.

Although various studies have examined the implementation of Mapenaling, these studies tend to focus on specific aspects such as psychosocial conditions or the impact of overcrowding. This research offers a new scientific approach by developing a more varied and interactive admission-orientation model at Purwokerto Class IIA Correctional Facility. This approach considers several factors that influence the success of Mapenaling, including the role of officers, implementation procedures, and structural support within the correctional facility.

The scientific novelty of this research lies in the development of a rehabilitation model that not only relies on the implementation of existing procedures but also incorporates interactive elements that can enhance active participation from inmates. This is expected to improve the effectiveness of the Mapenaling period in facilitating inmate adaptation and reducing the risk of violations during their sentence. In this study, Mapenaling is not only viewed as an orientation phase but also as a crucial phase that determines the quality of inmate rehabilitation in subsequent stages (Jemmy & Oktoriny, 2024).

In its discussion, the implementation of the Admission-Orientation Program at Purwokerto Class IIA Correctional Facility utilizes two theories: the Implementation Theory and the Theory of the Role of Officers.

1. Implementation Theory

This theory discusses the implementation or application of policies or programs. The implementation process begins after setting targets, drafting activity programs, and ensuring the availability and distribution of funds are ready to be allocated so that the objectives can be achieved. Policy implementation is a crucial step in ensuring that a policy can run optimally to achieve the intended goals. There are various reasons why policy implementation is carried out, one of which is as a problem-solving measure for issues within the policy itself. This aligns with Edwards III (1984: 9-10), who stated that policy implementation is necessary because of problematic policies, requiring a solution.

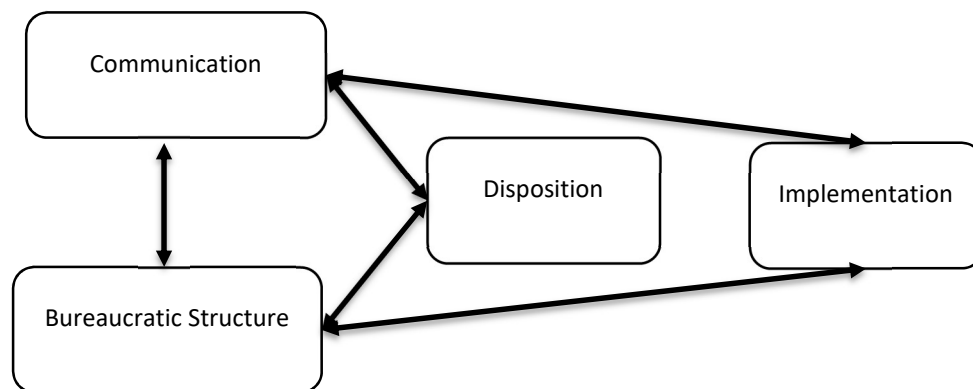


Figure 2
George C. Edwards III's Implementation Theory Model

George C. Edwards III, as cited in Putra and Khaidir (2019), argues that successful policy implementation is influenced by four main factors:

- a. **Communication:** Communication is an activity that leads others to interpret ideas, especially by speakers or writers, through a commonly accepted system. Effective communication ensures that ideas are clearly conveyed and understood in the implementation process.
- b. **Resources:** In the implementation of policies, support from human resources, materials, and methods is essential. Even if the purpose and content of the policy are clearly and consistently communicated, if the implementers lack adequate resources, the implementation will not be effective or efficient. Without sufficient resources, a policy remains merely a document that cannot produce the desired solution.
- c. **Disposition:** Disposition refers to the characteristics, traits, or attitudes of the implementers, such as commitment, honesty, and a democratic attitude. When implementers have a positive disposition, they can effectively carry out the policy in line with its objectives. However, if there are differences in characteristics or perspectives between the implementers and policymakers, the implementation process may become ineffective.
- d. **Bureaucratic Structure:** This determines how tasks are delegated in a structured and systematic manner. An organization is defined as a consciously coordinated

social entity, consisting of at least two individuals, continuously operating to achieve shared goals. Inefficiencies in the bureaucratic structure can significantly hinder effective policy implementation, even if sufficient resources and knowledgeable staff are available. Bureaucratic inefficiency includes three main issues: a complex structure, unclear division of authority, and disharmonious relationships between organizations.

To improve the success of policy or program implementation, several steps can be taken, such as providing training and education, selecting qualified officers, managing funds properly, planning appropriate rehabilitation programs, and ensuring strict supervision. George C. Edwards III introduced an approach to address implementation issues by exploring the supporting and inhibiting factors in policy implementation. In this approach, four key factors are identified as both the cause of problems and strategies for successful implementation: communication, resources, the attitude of the bureaucracy or implementers, and organizational structure. These four factors are considered key criteria in the implementation process (Akib, 2010).

2. Roles Theory

According to Soerjono Soekanto (2002), role is a changing dimension in a person's status. In an organization, each individual has various characteristics when executing tasks, responsibilities, and obligations assigned by a specific organization or institution. When someone carries out their rights and obligations according to their status, they are performing a role. According to Soerjono Soekanto (2015) in (Dwi & Angin, 2020), a role is the dynamic aspect of one's position that enables them to fulfill their rights and obligations in accordance with their status. Generally, society views status as more important than role. There are five (5) dimensions of a role as follows:

- a. Role as policy: The role is believed to be a wise and appropriate choice to be implemented.
- b. Role as strategy: The role is used as a means to gain public support.
- c. Role as a communication tool: In the decision-making process, the role is used to gather information and input. This concept is based on the idea that the government's duty is to serve and assist the public, and thus the views and tendencies of society are considered important inputs for making wise and responsible decisions.
- d. Role as a dispute resolution tool: The role aims to resolve disputes by seeking agreement on differing opinions. Discussions and exchanges of views can be a way to improve understanding and tolerance and serve as a means to reduce confusion and mistrust.
- e. Role as therapy: In this view, the role is seen as a way to address psychological issues within society, such as feelings of helplessness, low self-confidence, and not feeling like part of the community.

During the implementation of the admission-orientation period for inmates in correctional facilities, role theory can be related to the role of officers in ensuring the process runs smoothly. Role theory emphasizes the importance of understanding each individual's role within the organization and how the execution of those roles affects the success of a program or policy. In this context, correctional officers involved in the admission-orientation process need to understand their respective roles, such as the roles of the admission officer, orientation officer, and inmate guardian. They must ensure

that the admission and orientation processes adhere to established procedures, provide clear information to inmates, and conduct supervision and guidance during the orientation period (Silalahi & Zarzani, 2023). By understanding role theory, correctional officers can be more effective in carrying out their duties during the admission-orientation period, thereby optimizing the introduction and rehabilitation of inmates.

The main issue to be discussed in this research is how a more interactive and varied admission-orientation model can enhance the effectiveness of the admission-orientation period for new inmates at Purwokerto Class IIA Correctional Facility. This research aims to analyze the implementation of the Mapenaling period at Purwokerto Class IIA Correctional Facility, identify the inhibiting factors that have hindered the success of Mapenaling, and develop a more varied and interactive admission-orientation model. Thus, the results of this study are expected to make a significant contribution to improving the quality of inmate rehabilitation in Indonesia.

Through this research, it is hoped that the developed rehabilitation model can be adopted by other correctional facilities in Indonesia to enhance the effectiveness of the admission-orientation period, allowing inmates to serve their sentences better and prepare for reintegration into society after completing their sentences. This approach is also expected to reduce recidivism rates by ensuring that inmates receive rehabilitation tailored to their needs (Prawiratama, 2020).

METHOD

This research employs a qualitative approach with a descriptive method to explore and analyze the implementation of the admission-orientation period (Mapenaling) at Purwokerto Class IIA Correctional Facility. The research location was selected based on its relevance to the research topic, namely Purwokerto Class IIA Correctional Facility, which is one of the correctional institutions in Indonesia with an inmate population exceeding its capacity. The study was conducted from March to June 2024. The descriptive approach is used to comprehensively describe the Mapenaling implementation process at Purwokerto Class IIA Correctional Facility, including the obstacles faced and the efforts made to address them.

Data collection involved field observations, in-depth interviews with correctional officers, and analysis of related documents. The descriptive method was chosen because it allows the researcher to describe occurrences in depth and thoroughly. The research was conducted at Purwokerto Class IIA Correctional Facility, Central Java, Indonesia. The research subjects included 2 correctional officers directly involved in the implementation of Mapenaling and 5 inmates who had recently undergone the admission-orientation period. The selection of research subjects was done through purposive sampling, considering the direct involvement of the subjects in the implementation of Mapenaling and their experiences during the process.

RESULTS AND DISCUSSION

This research reveals a number of valuable scientific findings related to the implementation of the admission-orientation period (Mapenaling) at Purwokerto Class IIA Correctional Facility, which are as follows:

Admission-Orientation Model at Purwokerto Class IIA Correctional Facility

This research proposes the development of a more varied and interactive rehabilitation model as a solution to enhance the effectiveness of Mapenaling. This model is designed to actively involve inmates in various activities aimed at accelerating their adaptation

process to the correctional environment. This approach differs from more passive rehabilitation methods, which often only involve inmates as recipients of information without significant interaction.

From a policy perspective, the research indicates the need for a revision of the Mapenaling policy to make it more flexible and adaptive. The existing policy tends to be rigid and not entirely aligned with field conditions, which often change depending on the situation in the facility. A more adaptive policy would allow correctional facilities to tailor rehabilitation programs to the specific needs of inmates, including those with special needs such as mental health issues.

Based on previously established guidelines and regulations, the researcher developed a kind of admission-orientation model in the correctional facility based on the Director General of Corrections' decrees from 2001 and 2022. This model is intended to serve as a reference for implementers to carry out the Mapenaling program at Purwokerto Class IIA Correctional Facility. The program is conducted over 14 days, incorporating various activities, as outlined in table 2.

Table 2
Admission-Orientation Model Table at the Correctional Facility

Day	Activity Schedule	Activities	Objectives
1.	Reception and Initial Orientation	- Registration, Health Screening, and Personal Data	<ul style="list-style-type: none"> - Help new inmates adapt to the correctional environment. - Inform inmates of their rights and obligations. - Communicate the rules and procedures of the facility.
2.		- Brief Orientation	
3.		- Facility Introduction	
4.	Education and Training	- Room Assignment	<ul style="list-style-type: none"> - Identify special needs and potential issues. - Promote positive relationships among inmates and correctional officers.
5.		- Meeting with guidance officers: explanation of rights and obligations for new inmates or detainees	
		- Introduction to facility rules	
		- Classification of Inmates	
		- Formal and Non-Formal Education: basic literacy classes	
		- Counseling sessions: interaction between inmates and officers to enhance mental and emotional well-being	
		- Introduction to correctional facility	

		activity programs such as personality and independence activities - Introduction to health services	
6.		- Group sports - Group interaction	
7.		- Religious and moral guidance - Introduction to legal services	
8.	Self-Development	-Stress management and communication skills classes - Community service activities	
9.		- Creative activities: art, music, or craft sessions - Introduction to job skill	
10.		- Health education sessions covering personal health, hygiene, and disease prevention	
11.		- Development of individual rehabilitation plans based on needs and potential	
12.	Closure and Final Evaluation	- Assessment of mental and physical health	
13.		- Self-reflection activities and sharing experiences during the Mapenaling period	
14.		- Feedback	

With this model, it is hoped that new inmates can adapt well, understand their rights and obligations, and take advantage of the rehabilitation programs available in the correctional facility to support their rehabilitation and reintegration into society. This model is the result of various references from the Director General of Corrections'

decrees from 2001 and 2022, which emphasize the need for ongoing monitoring of new inmates to ensure that the program runs effectively.

Obstacles Faced by Officers During the Admission-Orientation Period at Purwokerto Class IIA Correctional Facility

One of the main findings is that the implementation of the Mapenaling program has not fully complied with the standard operating procedures (SOP) established by the Director General of Corrections Decree No. E.22.PR.08.03 of 2001 and Decree No. PAS-22.OT.02.02 of 2022 concerning the Standards for the Admission-Orientation of Detainees. This non-compliance is largely due to the limited understanding and skills of the officers managing the program, as well as the flexibility in the interpretation of rules, which leads to variations in its implementation in the field.

The shortcomings in the implementation of Mapenaling occur due to various factors.

- a. Limitations of Adequate Human Resources at Purwokerto Class IIA Correctional Facility. This is explained by the Head of Community Guidance at Purwokerto Correctional Facility, who stated:

"Regarding personnel in community guidance, we are also lacking, as we only have 4 staff members responsible for approximately 598 inmates."

The limited number of officers results in excessive workloads, which in turn reduces the effectiveness of inmate rehabilitation. Additionally, inadequate facilities pose obstacles to implementing this program. For instance, new inmates only undergo quarantine for two weeks without a clear and structured orientation program. This limitation hinders inmates' understanding of the new environment and complicates their adaptation process. This was stated by the Head of Community Guidance:

"But clearly, when they are quarantined for 2 weeks, the implementation of the admission-orientation period has not been optimal."

The trend indicating non-compliance with the implementation of Mapenaling suggests a need for a more interactive and structured admission-orientation model, along with increased training for officers and improvements in facilities at the correctional facility. This is crucial for helping inmates adapt more quickly to their new environment and understand the applicable rules and procedures. Saifusidak (2021) highlights the importance of officers having a good understanding of managing rehabilitation programs, especially in situations of overcrowding, where pressure on facilities and resources becomes greater.

In a scientific context, it was found that the suboptimal implementation of Mapenaling affects the psychosocial conditions of inmates. Inmates who do not receive sufficient preparation during the orientation period are more vulnerable to confusion and stress, which can influence their behavior during their incarceration. This condition also contributes to the emergence of disciplinary violations within the correctional facility. Rizaldi (2022) found that the psychosocial conditions of inmates are significantly influenced by the quality of rehabilitation they receive, particularly during the initial period in the facility.

- b. Lack of Socialization of Rules or SOP for Mapenaling Among Correctional Officers. The non-compliance of the Mapenaling program with the Standard Operating Procedures (SOP) established by the Director General of Corrections Regulation

No. E.22.PR.08.03 of 2001 and Regulation No. PAS-22.OT.02.02 of 2022 regarding Standards for Inmate Orientation indicates a lack of socialization of the rules or SOP for Mapenaling among correctional officers to align the running programs. This was revealed during an interview with the Head of Community Guidance, who stated:

"But so far, I have not found any circular that mandates uniformity in the implementation and SOP for inmates and detainees in correctional facilities throughout Indonesia. If there are any SOPs or guidelines, please share them (hahaha)."

In this interview excerpt, the informant stated that, to date, no circular has been found that requires uniformity in the implementation and Standard Operating Procedures (SOP) for inmates and detainees across correctional facilities in Indonesia. The informant highlights the absence of uniform guidelines or SOPs and jokingly invites anyone who has such SOPs or guidelines to share them. The essence of this statement is the uncertainty or lack of clear and uniform standards in the handling of inmates and detainees in correctional facilities in Indonesia. This indicates potential issues regarding consistency and fairness in treatment across different facilities. Furthermore, this research highlights the important role of officers as communicators and therapists for inmates during the Mapenaling period. However, many officers feel they do not have adequate skills to perform this role effectively. This impacts the optimal delivery of information and psychological support to inmates, which should be an integral part of the initial rehabilitation process. Research by Jemmy & Oktoriny (2024) emphasizes that intensive and continuous training is essential to enhance the competencies of officers in carrying out these tasks.

c. Limited Facilities and Infrastructure

One of the challenges faced is the management of block placements, where the Sub-Section Head of Community Guidance stated that:

"The challenge at Lapas Kelas IIA Purwokerto is that the Mapenaling block should ideally be separate from the blocks of long-term inmates and should not be combined in one block. However, due to the limited number of blocks, they are placed in Block T3 together with other inmates." (Sub-Section Head of Community Guidance, Lapas Kelas IIA Purwokerto, Eko S.)

In this interview, the informant revealed a major challenge faced by Lapas Kelas IIA Purwokerto regarding the placement of new inmates. Ideally, new inmates undergoing the orientation period (Mapenaling) should be separated from long-term inmates who have already adapted to the prison environment. This separation is crucial to ensure that new inmates are not influenced by the negative behavior of more experienced inmates and to support their adaptation process. However, due to the limited number of blocks available at Lapas Kelas IIA Purwokerto, new inmates cannot be placed in a separate Mapenaling block. Instead, they are housed in Block T3 with other long-term inmates. This placement raises several potential issues, such as difficulties in the adaptation process for new inmates, increased risk of conflict, and negative influences from long-term inmates. This infrastructure limitation highlights the need for improved capacity and facilities in the prison to ensure effective separation in accordance with

existing rules and standards, in order to support rehabilitation processes and maintain security and order within the facility.

CONCLUSION AND SUGGESTION

The admission-orientation model at Lapas Kelas IIA Purwokerto is designed to facilitate the adaptation of new inmates through a more varied and interactive approach. This program includes various activities aimed at accelerating the adaptation process for inmates, such as initial orientation, classification, mental training, education, and self-development. However, the implementation of this program faces several obstacles, such as limited staff numbers, insufficient training, and inadequate facilities and infrastructure. These challenges result in the program not fully aligning with the established Standard Operating Procedures (SOP), leading to suboptimal effectiveness in inmate rehabilitation.

Moreover, the placement of new inmates alongside long-term inmates complicates the adaptation process. Therefore, enhancing staff training, improving facilities and infrastructure, and conducting evaluations and adjustments to policies are crucial for increasing the success of the admission-orientation program at this facility.

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