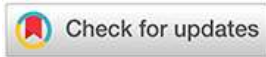


## PAMONG'S INTERPERSONAL COMMUNICATION STRATEGY IN FOSTERING THE PERSONALITY OF TERRORISM INMATES IN GUNUNG SINDUR SPECIAL PRISON



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### ABSTRACT

*This research investigates the interpersonal communication strategies employed by prison officers (pamong) in fostering the personality development of terrorism inmates at Gunung Sindur Special Prison. The background of this study highlights the unique challenges faced in rehabilitating terrorism convicts, necessitating effective communication methods tailored to their specific needs. The primary objective is to identify and analyze these communication strategies to enhance the effectiveness of rehabilitation programs. Utilizing a qualitative research method, the study gathers data through direct observations and interviews with involved personnel, providing a comprehensive understanding of the communication dynamics at play. The results indicate that successful communication relies on building trust through simple messages before addressing sensitive topics. However, challenges such as the dual responsibilities of officers, lack of specialized training in psychology, and inadequate security resources hinder the overall effectiveness of the mentoring process. These findings emphasize the need for improved training and resource allocation to enhance rehabilitation efforts.*

**Keywords:** Interpersonal Communication; Terrorism Inmates; Rehabilitation Strategies



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## INTRODUCTION

Law No. 22 of 2022 on Corrections is a legal regulation governing the correctional system in Indonesia. The main objective that the Law aims to achieve is to promote aspects of justice, benefits, and human values in the correctional system. Other objectives include increasing the effectiveness of the implementation of correctional functions, improving the quality of services and guidance to prisoners, and improving the protection and fulfillment of basic human rights for prisoners (Holillah, 2022). Law No. 22 of 2022 concerning Corrections also aims to increase the active role of the community in the implementation of the correctional system as a whole.

The Corrections Act details the various functions that must be carried out by correctional institutions. It is responsible for providing services, including providing assistance and support to prisoners to meet their basic needs and respect their rights. The main focus is on the development function, with activities designed to develop prisoners into more complete individuals, who have an awareness of their mistakes, a desire to improve themselves, and a commitment not to reoffend (Hermansyah & Muhammad, 2022). In addition, correctional institutions also involve themselves in community guidance, namely the activities of guidance, assistance, and supervision of prisoners who have completed their sentence in the institution. The aspect of care is not neglected, by providing medical and non-medical assistance to prisoners who experience illness or disability (Refaldi, 2022).

Prisoners in undergoing guidance, both in interacting with fellow prisoners, officers, families, and community members are accompanied by Correctional Guardians. this is in accordance with the order of the Minister of Law and Human Rights Regulation Number: M.01.PK.04.10. of 2007 concerning Correctional Guardians. The mentoring role carried out by Correctional Guardians is central in the implementation of guidance, especially in the development of terrorism prisoners, this is because terrorism prisoners who have different ideologies and beliefs with the Correctional Guardians. The high number of prisoners in Indonesia, as revealed in the World Prison Brief report in April 2023, shows the importance of coaching through interpersonal communication to overcome the challenges of coaching in correctional institutions. With a high number of prisoners, managing the prisoner community is a big challenge. Effective interpersonal communication is key in managing and coaching prisoners, as personalized and targeted coaching can help address individual issues that may have contributed to their involvement in crime. Interpersonal communication allows corrections officers to better understand the needs, backgrounds, and conditions of inmates. In large numbers, each prisoner is unique, and effective coaching requires a deep understanding of each individual.

Interpersonal communication is key in providing effective attention to terrorist prisoners, given the need for more intensive and specialized coaching to reduce the risk of reengagement in activities such as terrorism. The importance of coaching encourages officers to carry out interpersonal communication more effectively. Communication not only acts as a tool to convey information, but also as a method to engage prisoners in the coaching process and positive activities, as described by Destiana et al (2020). The quality of interpersonal communication is an important factor in this process, with elements such as openness, empathy, supportive attitude, equality, and positivity being key characteristics that support effective coaching for prisoners. Effective interpersonal communication is seen in the positive relationship between officers and prisoners, supporting the coaching process (Pratiwi & Muhammad, 2022). In addition, strategy is an important element in achieving coaching goals. Interpersonal communication strategies

are carried out through awareness and cultivation of coaching values carried out in prisons. This is the basis of efforts to encourage behavior change and direct terrorism prisoners to positive activities. Interpersonal communication becomes a bridge between officers and prisoners, where its effectiveness determines the success of coaching (Valentin, 2021).

The Gunung Sindur Class IIA Special Correctional Institution has an important role in the correctional process of prisoners or students. In carrying out its responsibilities, this institution carries out various main functions, which include fostering prisoners, providing guidance, managing work results, providing social or spiritual guidance, and maintaining security and order. In addition to handling guidance to inmates, the Gunung Sindur Class IIA Special Correctional Institution is also responsible for administrative and household affairs. The organizational structure includes various units such as the Subdivision of Administration, Section of Guidance of Prisoners or Students, Section of Work Activities, Section of Security Administration and Order, and the Correctional Institution Security Unit (KPLP). The process of fostering inmate behavior in this institution is carried out in accordance with the provisions of Law Number 22 of 2022 concerning Corrections. The approach taken focuses on principles that focus on the recognition and treatment of human beings in a humane manner, different from the traditional prison system that prioritizes punishment as a method of retribution and deterrence.

Over the course of three years, from 2021 to 2023, around 150 Terrorism Prisoners in prison have taken the oath of allegiance to the Republic of Indonesia. In November 2021, 34 terrorist inmates at Gunung Sindur Correctional Institution officially swore to return to the arms of the motherland and follow the ideology of Pancasila. This is part of the deradicalization program run by the prison. The oath-taking ceremony took place at the Gunung Sindur Class IIA Narcotics Correctional Institution, located in Bogor, on Tuesday, November 9, 2021. The essence of the oath is the terrorist inmates' promise to be loyal to Pancasila and committed to protecting the homeland from acts of terrorism. Kalapas Gunung Sindur, Damari, called this commitment an important step in the inmates' de-cyclization process.

This pledge of allegiance to NKRI is evidence of individuals and groups of perpetrators who are ready to quit or separate their individuals in acts and activities of terrorism. It also serves as enlightenment for members or parts of them as well as assisting the government in preventing the spread of radicalism in society. The act of reading the pledge of allegiance to the Unitary State of the Republic of Indonesia shows the relationship that has been built between the guiding officers, including the head of the prison and the terrorism inmates (Ramadhan, 2021). The recitation of the pledge of allegiance to the Republic of Indonesia is evidence that interpersonal communication has provided sufficient understanding of the values of Pancasila to terrorist inmates. Coaching efforts that involve dialogue and effective communication help change their perspective and ideological orientation. Effective interpersonal communication within correctional institutions is key to forming a correct understanding of the dangers of radicalism and acts of terrorism, so that terrorist inmates can become agents of change in society.

Every prison is obliged to provide guidance to its inmates, including at Gunung Sindur Special Prison, which is an integrated approach aimed at steering them back on the right track and preventing the repetition of deviant behavior in the future. The main obstacle in the communication process with terrorist prisoners is the strong ideology on which their actions are based. Deep belief in the ideology of terrorism can hinder dialogue

or acceptance of alternative thinking. Overcoming these barriers requires careful interpersonal communication strategies, a multidisciplinary approach, as well as cooperation between supervising officers, psychologists, and deradicalization experts. The interpersonal communication strategy implemented by the walipas/pamong at Gunung Sindur Special Prison plays a central role in fostering terrorism inmates. By understanding that the behavior of prisoners can change through proper guidance, the role of walipas/pamong as the bearer of interpersonal communication strategies becomes very significant. The success of deradicalization and rehabilitation efforts of terrorism prisoners in Gunung Sindur Special Prison is highly dependent on the effectiveness of interpersonal communication strategies implemented by walipas/pamong. Good interpersonal communication is not only related to the frequency of communication, but more to its quality (Eka, 2022). To achieve effectiveness in interpersonal communication, characteristics such as openness, empathy, supportive attitudes, equality, and positive traits are key factors. When communicators and communicants apply openness in their interactions, the coaching process of terrorism prisoners can take place more effectively, resulting in a more positive impact.

Before carrying out coaching, Terrorism Prisoners undergo identification by three institutions, namely BNPT, Kemenkumham, and Polri. The results of identification become a reference in conducting coaching. Prisoners of Terrorism receive guidance in accordance with the results of the identification. So that prisoners who undergo coaching are in accordance with the specified criteria. (Dedi, 2022). Therefore, in the context of further research, attention will be focused on "Interpersonal Communication Strategies of Walipas / Pamong in Guiding the Personality of Terrorism Prisoners in Gunung Sindur Special Prison," to explore more deeply the approaches that can be applied in strengthening the guidance of terrorism prisoners through effective interpersonal communication.

## **LITERATURE REVIEW**

DeVito explains Interpersonal Communication as an interaction involving verbal as well as nonverbal elements between two (or in some cases, more) interdependent individuals. Generally, this type of communication occurs between two people who have a stable and clearly defined relationship, where the interaction affects the achievement of expected goals. Interpersonal communication involves face-to-face interaction, which allows both parties, either as message senders or message receivers, to directly respond to the reactions of their interlocutors, both verbally and nonverbally. In this process, the delivery of ideas and messages aims to build mutually beneficial relationships. From the first point of view, as a pattern of response or reaction of the organization with its environment forever. In designing a communication strategy, it is important to consider clear aims and objectives, as well as public conditions and situations.

Basically, interpersonal communication strategy is one way to achieve goals. Interpersonal communication strategies are made to determine the good stages in solving a problem that is being experienced. A strategy that is developed is certainly applied in problem solving at the end of the benchmark on the strategy can be measured after being applied in life. Strategies must be able to develop to respond to strategies contained in the environment where the strategy must respond to the choice of issues to be taken. Therefore, a strategy must have a systematic approach to reach the target or focus of what you want to achieve so that in essence the strategy is a tool that has the purpose of achieving the intended target.

Keplan and Norton stated that the strategy described aims to create value for stakeholders, consumers, and the public. Strategy is not a stand-alone element in management, a step in a logical sequence that takes the organization to a high-level goal statement towards implementation by frontline employees. This strategy is improved and changes over time to respond to changing situations influenced by internal factors and the external environment.

Coaching is an activity that tries to change the behavior of someone who was previously behaving badly to be better by means of an individual approach that is applied so that in the end it can be known why bad behavior has been displayed. (Sarlito Wirawan Sarwono, 2001). Development, according to Law No. 22 of 2022 Article 1 Number 10, is defined as a series of activities to design to improve the character and increase the level of independence of prisoners and foster children. Meanwhile, based on Government Regulation No. 31/1999 Article 1 point 1, coaching is defined as an activity that aims to improve the quality of devotion to God Almighty, intellectual, attitudes and behavior, professionalism, and physical and mental health of prisoners and correctional students.

## **METHOD**

This research adopts a qualitative methodology, which typically involves small and non-representative samples, aiming primarily to gain a deeper understanding of the experiences of specific individuals or groups rather than to produce broad generalizations. Rooted in positivist philosophy, qualitative methods are employed to study subjects within their natural contexts, emphasizing the importance of the researcher's role. Data collection is executed through triangulation processes, with data analysis being inductive and qualitative in nature. The outcomes of qualitative research focus on a profound understanding of the subjects examined, prioritizing depth over breadth in terms of findings. According to Creswell, qualitative research is an approach utilized to explore and comprehend the meanings attributed by individuals or groups to various social or human issues. This method typically involves the collection of data through interviews, observations, and documentation, which are then systematically analyzed to discern emerging themes and meanings. The versatility of qualitative research spans across numerous disciplines, including sociology, psychology, anthropology, and political science, due to its ability to provide in-depth insights into social phenomena and human behavior.

In this study, qualitative data encompasses information communicated through text, sentences, or images that cannot be quantified using numerical measures. This includes descriptions derived from interviews, responses, and information gathered from informants or other stakeholders involved in the discussed issues. To ensure the scientific validity and credibility of this research, the qualitative approach is employed through interviews with individuals directly involved in the studied phenomenon, specifically focusing on the interpersonal communication strategies used in guiding terrorism convicts at the Gunung Sindur Special Prison. When sourced from accurate information, the truthfulness of the findings can be assessed effectively. The research design, strategically adopted by the researcher, addresses issues related to the subject of study through a case study approach. This method entails an in-depth examination of a specific case that serves as the focal point of the research. It typically involves analyzing information from various sources, such as interviews, observations, documents, and others, with the primary goal being to gain a comprehensive understanding of the case under investigation.



In this research, several data collection techniques are employed, including interviews, observations, and document analysis. Interviews are conducted as a means to gather data through face-to-face question-and-answer interactions between the researcher and informants, following a structured interview guide containing questions related to the study's objectives. Personal interviews are preferred for their sensitivity and the need for a more private approach, allowing for deeper exploration of the interpersonal communication strategies utilized by officials in guiding terrorism convicts. Each interview is conducted separately and sequentially, focusing on individual informants to elicit detailed and objective information. Observations are carried out to acquire a clearer depiction of the implementation of interpersonal communication strategies, involving direct observation of the behavior of terrorism convicts during their rehabilitation sessions.

Additionally, document analysis supplements the data by examining written records relevant to the research topic, ensuring a comprehensive understanding of the issues at hand. The data analysis technique employed involves organizing and categorizing the gathered information to derive meaningful conclusions about the interpersonal communication strategies used in the rehabilitation of terrorism convicts at Gunung Sindur Special Prison. The analysis follows an inductive model, allowing for the development of assumptions that can evolve into theoretical insights, validated through triangulation of the data sources.

## **RESULTS AND DISCUSSION**

### **Pamong's Interpersonal Communication Strategy in Developing the Personality of Terrorism Prisoners in Special Prison Class IIA Gunung Sindur**

Implementing policies and activities requires well-defined strategies to achieve desired goals. In the context of correctional institutions, such as the Special Class IIA Gunung Sindur Prison, effective strategies are crucial for facilitating the rehabilitation of inmates. This institution is committed to supporting the rehabilitation of prisoners, particularly those convicted of terrorism, by focusing on personality development. The overarching aim is to help these inmates cultivate more positive personal qualities and prepare them for reintegration into society. A structured approach ensures that the rehabilitation objectives are met while addressing the unique needs of individuals within the correctional system.

The communication strategies employed in the rehabilitation of terrorist inmates include a comprehensive range of services designed to meet their rights and needs. Among these services are health care, religious support, social services, and basic needs fulfillment. Through these interactions, staff members establish an emotional connection with inmates, fostering a humane relationship that promotes a sense of trust. This relationship is essential for maintaining harmony between staff and inmates, as it enables effective communication and ensures that the inmates feel safe and respected. The fulfillment of these service requirements involves careful attention to cost, delivery quality, morality, and safety, ensuring that inmates perceive the services as accessible and respectful, which ultimately enhances the rehabilitation process.

Building on the trust established through effective service delivery, the next step involves profiling inmates to gather essential data for their rehabilitation. Profiling entails both direct interviews and discreet elicitation techniques to extract information about the inmates' backgrounds, activities, and networks. The profiling results help assess the inmates' connections, behavioral characteristics, and knowledge base, which are critical for tailoring rehabilitation programs. Appropriate interventions are then

designed based on this profiling, ensuring they are relevant to each inmate's unique situation. The intervention process not only involves the correctional staff but also includes collaboration with various agencies, such as the National Counter-Terrorism Agency (BNPT) and local community organizations. This collaborative effort aims to provide a comprehensive support system that addresses the complex needs of terrorist inmates while facilitating their rehabilitation and reintegration into society.

In the rehabilitation process of terrorism convicts, the messages conveyed by the supervising officers are crucial in facilitating a shift in ideology, enabling these individuals to reintegrate into society as normal citizens. These messages are not limited to verbal communication; they can also be non-verbal, as human senses play a significant role in message reception. When these messages are effectively communicated, feedback from the convicts is generated, reflecting their response to the received information. In the initial stages of communication, terrorism convicts often exhibit resistance, perceiving the officers as adversaries due to their differing beliefs. This resistance can create a barrier, making it difficult for officers to establish rapport. To counter this, a strategic approach to communication is essential. By initiating light conversations and patiently building trust, officers can gradually foster a conducive environment for open dialogue. The key is to avoid sensitive topics, allowing convicts to feel comfortable and dependent on the officers for addressing their needs during incarceration. This gradual trust-building process not only enhances communication but also encourages convicts to engage positively with their rehabilitative guidance.

The channels of communication with terrorism convicts are inherently restricted due to the high-risk nature of their confinement. In the specialized facility at Gunung Sindur, these convicts are housed in individual cells to minimize interaction, limiting their communication primarily to the supervising officers and the external environment. Communication through technology, such as CCTV, serves as a basic means for convicts to signal for help by waving at the camera. However, this method is largely one-sided, hindering effective communication. Opportunities for interaction arise during organized recreational activities or religious gatherings, where convicts can participate in group exercises or communal prayers. These moments allow for more direct engagement between officers and convicts, fostering a sense of normalcy and encouraging openness. Additionally, personal counseling sessions conducted in private rooms provide a more intimate setting for communication, where convicts can express their concerns freely. This structured environment, along with the necessity for convicts to partake in programs to alleviate their boredom, encourages a more active dialogue and a deeper connection with the officers overseeing their rehabilitation.

The physical environment in which communication occurs significantly impacts its effectiveness. A comfortable and serene setting promotes trust and openness, essential for effective profiling of terrorism convicts. Conversely, a noisy or uncomfortable space can disrupt focus and hinder the willingness of convicts to engage in meaningful conversations. Officers have observed that distractions can lead to a lack of concentration, thereby diminishing the quality of communication. Furthermore, physical ailments or discomfort can paradoxically strengthen the bond between convicts and their officers, as these conditions often necessitate more frequent communication regarding basic needs. This reliance can foster a closer relationship, encouraging convicts to open up during interactions. Although terrorism convicts may initially resist communication due to their strong ideological beliefs, the persistent and patient approach of the officers can bridge these gaps, enabling more effective rehabilitation through trust and understanding. Through carefully structured communication strategies, the process of

rehabilitation can become more effective, leading to positive changes in the lives of these individuals.

In the context of interactions between prison officers and inmates at the Gunung Sindur Special Prison, communication plays a crucial role, especially regarding the inmates' families. The officers primarily engage with the families to check on their well-being and discuss essential matters like sending packages to the inmates. This communication remains strictly professional, lacking any emotional closeness, which helps maintain a clear boundary between the officers and the families. As a result, the officers' relationship with the inmates, particularly those convicted of terrorism, is not significantly influenced by their interactions with the families. However, the officers employ certain emotional communication techniques, such as gentle gestures like a pat on the back or a handshake, to foster trust and rapport with the inmates. This approach helps the inmates perceive the officers as approachable and supportive figures, encouraging them to participate more openly in rehabilitation programs. By establishing this level of comfort, the officers can facilitate a more effective rehabilitation process, as the inmates are more likely to respond positively to guidance and support.

Despite the inherent differences in cultural backgrounds between the officers and the terrorism convicts, these differences do not pose significant obstacles to communication. The officers note that the inmates are generally accepting of the cultural variations presented by both the officers and the institution itself. This acceptance is instrumental in ensuring smooth interactions during rehabilitation sessions, where focus remains on fundamental human values rather than ideological differences. The officers emphasize a humane approach, showcasing care and understanding toward the inmates' needs, which can help shift the inmates' perceptions of law enforcement. They work collaboratively with external agencies like the Special Detachment 88 (Densus), the National Counter-Terrorism Agency (BNPT), and other relevant bodies to ensure that specialized knowledge and insights are integrated into the rehabilitation process. Such collaborative efforts not only enhance the quality of the rehabilitation programs but also help challenge and reshape the inmates' preconceived notions about authorities, contributing to a more constructive environment for personal growth and reintegration into society.

### **The obstacles of pamong's interpersonal communication in fostering the personality of terrorism inmates at Class IIA Special Prison Gunung Sindur**

The dual roles assigned to the correctional officers at the Special Prison for Terrorism in Gunung Sindur pose significant challenges to the effective rehabilitation of inmates. These officers not only carry the responsibility of guiding and counseling terrorism convicts but also serve as security team leaders. This duality often disrupts the rehabilitation process, as their time is split between these two demanding roles. For instance, when a communication breakdown occurs regarding policies—such as food delivery or coordination with the National Counterterrorism Agency (BNPT)—the officers may be unavailable due to their security duties. This creates a gap in the supervision and guidance needed for the inmates, further complicating their rehabilitation. The inability to fully commit to their role as mentors hinders the establishment of effective communication and support, which is crucial for addressing the unique needs of terrorism convicts, especially when unexpected situations arise.

Moreover, the lack of specialized training in psychology for handling inmates with mental health issues exacerbates the difficulties faced by correctional officers in their rehabilitation efforts. Officers have expressed that their inability to communicate



effectively with inmates suffering from psychological disorders limits their ability to provide adequate support and guidance. This situation becomes particularly problematic when the officers lack the skills necessary to manage and engage with these individuals, who may require tailored interventions. Additionally, the field observations reveal that the rehabilitation process is often carried out with insufficient security personnel, contrary to the regulations that stipulate a higher staff-to-inmate ratio for high-risk convicts. The result is that officers often find themselves conducting rehabilitative sessions alone or with minimal support, further impeding the development of a structured and effective rehabilitation schedule. The absence of a coordinated approach to rehabilitation, combined with insufficient resources and training, highlights the urgent need for systemic improvements within the correctional facility to better address the complexities of rehabilitating terrorism offenders.

### **CONCLUSION AND SUGGESTION**

The interpersonal communication strategies utilized by prison officers in mentoring terrorism convicts at the Gunung Sindur Special Class IIA Prison are multifaceted and essential for effective rehabilitation. These officers, serving as the source in the communication process, have undergone specialized training provided by various institutions, including the Directorate General of Corrections, the National Counterterrorism Agency, AIDA, and the United Nations Office on Drugs and Crime. This training equips them with the necessary skills to interact with terrorism convicts, who are often considered high-risk individuals due to their unique backgrounds and psychological profiles. Effective communication requires delivering messages that are not only clear but also tailored to the specific needs of the recipients. Officers begin by conveying simple messages to establish trust before gradually introducing more sensitive topics relevant to the rehabilitation process. The communication occurs primarily through face-to-face interactions, allowing for a direct exchange that facilitates better understanding and responsiveness. By minimizing distractions and noise through the use of designated counseling rooms, officers create an environment conducive to effective dialogue, ensuring that the messages are received without misunderstanding.

However, the communication process faces several significant challenges that hinder the effectiveness of the officers' mentoring efforts. Firstly, many officers are burdened with dual responsibilities, including roles such as security team leaders and staff for general corrections, which detracts from the time and attention they can dedicate to mentoring. This multitasking often leads to suboptimal engagement during the rehabilitation sessions. Moreover, the lack of training in psychology, especially regarding individuals with mental health disorders, poses another hurdle. Some terrorism convicts may require specialized approaches that the officers are ill-equipped to provide, limiting their ability to address the specific needs of these individuals effectively. Additionally, there is a shortage of security personnel available to ensure the safety of both the officers and the convicts during rehabilitation activities. This lack of resources creates an environment where the risk factors remain high, making it challenging to implement effective mentoring programs. Furthermore, the absence of a coordinated schedule for rehabilitation activities results in a fragmented approach, with officers conducting sessions based on their availability rather than a unified plan, leading to inconsistencies in the support provided to the convicts. These barriers underscore the need for a more structured and resource-equipped approach to enhance the rehabilitation process in such a sensitive setting.

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