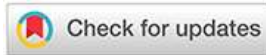


THE APPLICATION OF COMMUNITY RESEARCH IN DETERMINING THE INITIAL STAGE OF COACHING PROGRAMME AT CLASS IIA KARAWANG PRISON



^{1*}Muhamad Reza Azazuhri, ²Vivi Sylviani Biafri, ³Qistina Aulia

^{1,2,3} Program Studi Bimbingan Kemasyarakatan, Politeknik Ilmu Pemasarakatan – Indonesia

e-mail:

^{1*} muhamadreza1712@gmail.com (corresponding author)

² vivisylviani71@gmail.com

³ qisthina.aulia@gmail.com

ABSTRACT

The study titled The Application of Community Research in Determining the Initial Stage of Coaching Program at Class IIA Karawang Prison investigates the challenges faced in implementing the Initial Stage Development Litmas. The primary aim is to evaluate the human resource limitations and communication barriers between relevant institutions that hinder effective prisoner rehabilitation. Utilizing qualitative research methods, the study highlights the inadequacy of community supervisors at the Bekasi Probation and Parole Office, leading to a focus on Reintegration Litmas instead of comprehensive developmental support. Findings reveal significant gaps in assessing prisoners' needs, affecting the overall effectiveness of the correctional system. Additionally, the study emphasizes the importance of inter-institutional cooperation and suggests innovative solutions, such as the Community Supervisor Helper program, to address staffing shortages. Ultimately, a coordinated and structured approach is essential for optimizing rehabilitation efforts at Karawang Class IIA Prison.

Keywords: Rehabilitation; Community Research; Inter-institutional Cooperation



©2025 Copyright : Authors

Published by : Program Studi Manajemen, Universitas Nusa Cendana, Kupang – Indonesia

This is an open access article under license :

CC BY (<https://creativecommons.org/licenses/by/4.0/>)

INTRODUCTION

This correctional system is contained in Law Number 12 of 1995 concerning Corrections and is implemented through various functions, such as the Development function which is divided into 2 types, namely personality development which aims to shape the personality of WBP to become a whole human being who obeys the law, has morals, and has noble character and independence development which aims to provide skills and knowledge to WBP so that they can live independently after release.

The purpose of correctional in Indonesia is not only to protect the community from the dangers caused by criminal offences, but also to help WBP to become good and productive members of society after release. The purpose of the correctional system in Indonesia is stated in Law No. 22 of 2022 article 2 on Corrections, which is to guarantee the protection of the rights of prisoners and children, improve the quality of personality and independence of prisoners so that they realise their mistakes, improve themselves, and do not repeat criminal acts, so that they can be accepted back by the community, can live reasonably as good, law-abiding, responsible citizens, and can actively participate in development, and provide protection to the community from repetition of criminal acts.

Some of the ways to achieve these objectives are such as providing guidance to WBP so as not to repeat criminal offences, developing the personality and independence of WBP so that they become fully human, providing education and training to WBP, providing mental and spiritual guidance to WBP, providing opportunities for WBP to work and be creative, restoring the ability of WBP to live normally and be accepted by the community, providing parole or leave before release to WBP, providing social assistance to WBP after release, providing guidance and supervision of WBP after release.

The success of the purpose of the Correctional depends on several related parties, including officers who carry out guidance, related agencies and the most important is the participation of the community which is expected to assist the implementation of prisoner development. (Repetition et al., 2010) The implementation of Litmas is carried out by Community Supervisory Officers (PK) who have qualifications and competencies in the field of social research. Community Supervisors will collect data and information through various methods such as observation, interviews, and document analysis. The results of Litmas will be processed and analysed to produce an application that can be used by various other law enforcement officials. Litmas is an important instrument in realising a fair criminal justice system and sustainable social development. The implementation of community research (Litmas) by Community Supervisors (PK) in exploring data and obtaining data on prisoners, Community Supervisors (PK) analyse and conclude and provide considerations or suggestions for solving problems, which are then outlined in the concept of a community research report (Litmas) (Rahardjo & Muhammad, 2022).

Some of the main functions of community research are the diagnosis function to identify and understand the social problems faced by individuals and their environment, analyse the factors that cause these social problems, and formulate applications to overcome these social problems. The prognostic function is to predict the likelihood of future social problems and develop programmes and policies to prevent social problems from occurring. Evaluative function to assess the effectiveness of social programmes and policies and provide input for the improvement of social programmes and policies. Educative function to increase public knowledge and awareness of social problems and educate the public on how to overcome social problems.

Guidance programmes in correctional institutions (prisons) play an important role in helping prisoners prepare for reintegration into society after their incarceration. However, challenges such as overcapacity, limited resources and the diverse needs of

prisoners often affect the effectiveness of such programmes. Guidance programmes in correctional institutions (Lapas) are a series of activities and services designed to help prisoners prepare themselves for reintegration into society after serving a prison term. The main objectives of the programme are to reduce recidivism rates, increase legal awareness, help prisoners develop useful skills and knowledge, and encourage successful social reintegration.

In determining the guidance for prisoners is contained in Law Number 22 of 2022 article 38 concerning Corrections which reads 'Based on the results of the Litmas, Guidance in the form of: a. personality development; and b. independence development.' And again strengthened by article 39 which reads '(1) Development of independence as referred to in Article 38 letter b can be increased to activities to produce goods and services that have benefits and added value. (2) The results of coaching as referred to in paragraph (1) shall be a source of non-tax state revenue in accordance with the provisions of laws and regulations.'

Some of the processes carried out by community supervisors to determine coaching programmes for prisoners include conducting observations and research aimed at understanding their background, characteristics, and needs through various methods, such as interviews, observations, and document analysis. Furthermore, classifying inmates based on gender, age, education level, type of crime, and recidivism (repetition of criminal acts) can help in determining the right coaching programme and according to the needs of each inmate. After that, the preparation of the coaching plan is carried out after the results of observation, research, and classification are carried out by the community supervisor to compile an individual coaching plan (RPI) for each prisoner which contains coaching objectives, coaching programmes to be followed, and targets to be achieved. (Firdaus, 2019)

The implementation of the coaching programme consists of personality development such as religious, mental, social, and cultural development or independence development which includes vocational or expertise, entrepreneurship, and education. The last is evaluation and monitoring carried out by community supervisors (PK) conducting regular evaluation and monitoring to see the progress and obstacles in the implementation of the coaching programme as an effort of community supervisors (PK) in assisting prisoners in preparing to return to society after release.

The most common thing that happens is a mismatch in the application of litmas, sometimes the application of litmas is not always in accordance with the conditions and needs of the prisoners or the application of litmas is not always implemented by guidance officers in correctional institutions. Community Research (Litmas) made by Community Supervisors (PK) is demanded for its quality, so that accurate data and information become an important source in the process of preparing Litmas so that it can provide the right and best application in the process of resolving juvenile offences. (I Wayan Puspa et al., 2023).

The prisoner development programme is also not fully effective in helping prisoners to return to society and live a normal life, this is because the independence programme in correctional institutions is less varied. some of the obstacles that hinder the development programme for prisoners are the lack of completeness of facilities and infrastructure, lack of variety of development programs, the budget of the Correctional Institution, marketing of inmate work products, and the lack of community roles that care about the Prisoner Program (Azizi, 2021).

The most difficult problem to solve is the negative stigma from society towards prisoners, making it difficult for prisoners to be accepted back into society after release.

The government needs to educate the wider community about the importance of social reintegration of prisoners. This can help to remove the negative stigma towards prisoners and help them to be accepted back into society. In addition, there is an urgent need to integrate a broader societal approach in the development of development programmes. This approach includes involving the community, taking into account cultural aspects, strengthening support networks, and facilitating sustainable reintegration. Therefore, research that specifically explores the application of community research in early-stage programming is increasingly important.

This research will not only help to improve the effectiveness of development programmes, but will also provide a stronger theoretical foundation for a community approach in the criminal justice system. Thus, the results of the application of litmas are very influential for the determination of coaching programmes in correctional institutions. For this reason, the author conducts research with the title 'Application of Community Research in Determining the Initial Stage of the Development Programme at Class IIA Karawang Correctional Institution'.

LITERATURE REVIEW

Bureaucracy theory is a conceptual framework used to understand the structure, functions, and behavior of bureaucratic organizations. It focuses on how bureaucratic organizations operate, including their hierarchy, standardization, formality, specialization, and division of labor. The main goal of bureaucracy theory is to analyze how these organizations can achieve efficiency, consistency, and stability in their operations. First developed by German sociologist Max Weber in the early 20th century, bureaucracy theory has become a central concept in the study of management and organizational sociology. Weber's ideas have influenced the understanding of how structured, rule-based systems can govern large institutions effectively, but also how they might be hindered by rigidity and lack of flexibility.

At the core of bureaucracy is a clear hierarchical structure, where authority and responsibility are divided in a top-down manner. Bureaucratic organizations typically consist of various units or departments, each with specific roles and responsibilities. This hierarchy is designed to ensure that every individual knows their place within the organization and follows orders from higher authorities. The chain of command, which flows from senior management down to the lower levels, is intended to promote consistency in decision-making and accountability. This aspect of bureaucracy seeks to eliminate ambiguity and confusion in organizational roles and expectations, fostering an environment where efficiency is prioritized.

Rationality and standardization are also crucial principles in bureaucratic theory. Decisions are made based on standardized rules and procedures, not individual preferences or personal interests. This rational approach aims to ensure that the organization's processes are consistent and efficient, removing the influence of favoritism or bias. By adhering to a strict set of guidelines, bureaucratic organizations aim to create an environment where everyone is treated equally and decisions are predictable. This rationality is often seen as a double-edged sword, providing consistency and fairness while simultaneously limiting creative and innovative solutions to emerging challenges.

Specialization and the division of labor are other defining features of bureaucratic organizations. Tasks and responsibilities are divided according to expertise and function, allowing individuals to focus on areas where they have specific knowledge and skills. This division of labor is meant to increase productivity and expertise within the organization, as workers become highly skilled in their assigned duties. However, this can also lead to

compartmentalization, where employees may have a limited understanding of the organization's broader goals or operations, potentially stifling cross-functional collaboration and innovation.

While bureaucratic organizations are known for their stability, this characteristic can also lead to resistance to change. Because bureaucracies are deeply rooted in established rules and procedures, they tend to be slow in adapting to new conditions or external demands. This adherence to tradition and formalization may prevent the organization from responding effectively to rapid environmental shifts or innovations. As a result, modern management often critiques bureaucracy for its inflexibility, and many organizations strive to balance bureaucratic efficiency with the need for adaptability and responsiveness to change. Despite its limitations, bureaucracy remains a foundational concept in understanding how organizations function, especially in sectors where control, order, and consistency are paramount.

METHOD

The research design employed in this study aims to explore how the application of community-based research can be used to improve and refine the process of determining and designing early-stage rehabilitation programs. A well-structured research design will enable us to gain deeper insights into this issue and produce meaningful applications. By focusing on the early stages of rehabilitation, this study seeks to address key challenges in program development. Through the appropriate research framework, we hope to understand better how community research can shape policies and programs that cater to the needs of individuals in correctional settings, ultimately contributing to a more effective rehabilitation process.

This study utilizes a qualitative approach, which includes literature analysis, in-depth interviews, and case studies. Creswell defines qualitative research as a method used to explore and understand the central phenomenon. The qualitative approach in this study will help us gain a comprehensive understanding of the experiences and perspectives of various stakeholders involved in early-stage rehabilitation program development. The interpretative nature of qualitative research means that the findings are influenced by the researcher's perspective, which some argue introduces a degree of subjectivity. Despite this, qualitative research offers valuable insights, particularly in exploring complex social phenomena and interpreting the nuanced experiences of individuals within the correctional system.

To ensure valid and reliable data collection, multiple techniques will be employed, starting with observation. Observational data collection involves the researcher actively observing and documenting behaviors or phenomena without interfering in the situation. In this case, observations will be conducted at Lapas Kelas IIa Karawang, focusing on the rehabilitation programs for inmates. The researcher will participate in the observed activities, allowing for a more immersive understanding of the process. Ethical considerations are essential in this approach, particularly concerning participant privacy, confidentiality, and consent. Accurate and objective observation is crucial for maintaining the integrity of the collected data and ensuring that the findings genuinely reflect the observed phenomena.

Another critical data collection method is interviewing, which involves obtaining information directly from respondents through conversation. Structured interviews are a commonly used technique in qualitative research to gather deep insights into participants' perceptions, experiences, and viewpoints. In structured interviews, predetermined questions ensure consistency in the data collection process across

different respondents. The researcher must establish rapport with participants, listen attentively, and ask relevant open-ended questions to gather meaningful insights. This method will provide valuable information from individuals involved in the rehabilitation programs, helping the researcher understand their experiences and the program's impact on them.

Lastly, the documentation method involves gathering relevant written materials, such as records, archives, and other documents related to the research topic. Documentation serves as supplementary data to strengthen the research findings. For this study, documentation will include program records from Lapas Kelas IIA Karawang, interviews with key stakeholders, and other relevant archival data. This method is essential in providing additional context and validating the research findings. By triangulating data from various sources and methods, the study aims to ensure a comprehensive and accurate understanding of the early-stage rehabilitation programs and their application within the correctional system.

RESULTS AND DISCUSSION

Based on research conducted at the Karawang Class IIA Correctional Institution and the Bekasi Class II Correctional Centre, it has been identified that several factors have hindered the implementation of the Initial Stage Development Litmas (Social Research Report) at Karawang. A primary issue is the shortage of human resources at the Bekasi Probation and Parole Office (Bapas Bekasi). This scarcity of personnel limits their ability to carry out all necessary tasks, resulting in only the reintegration Litmas being completed. Another challenge is that the Karawang Correctional Institution only sends requests for Litmas Reintegration, rather than covering the broader developmental stages. This incomplete communication between the two institutions has contributed to the stagnation of the Initial Stage Development Litmas, leaving gaps in the rehabilitation process for prisoners.

In the correctional system, conducting a risk and needs assessment of prisoners is vital before assigning them a guidance programme. This evaluation ensures that each prisoner is placed in a programme suited to their specific needs, enhancing the chances of rehabilitation. The assessment results guide the decisions on both initial and subsequent guidance provided to inmates. These findings align with research by Wahyudi and Wahyudi (2021), which highlights the significance of these evaluations in optimizing the correctional system. The process directly influences the type of support prisoners will receive and ensures the system's efficiency by tailoring programmes to individual requirements. The absence of this essential step can result in poorly designed rehabilitation efforts that fail to address the true needs of the prisoners.

A strong and collaborative relationship between the staff of the Bekasi Probation and Parole Office and the Bimaswat staff of the Karawang Class IIA Correctional Institution is crucial for the smooth implementation of guidance programmes. Effective communication and cooperation between these two entities ensure that the programmes are carried out in accordance with legal frameworks and institutional policies. The bureaucratic relationship between the two must be transparent, with both sides acknowledging and addressing any shortcomings. When open communication is established, issues can be swiftly identified and resolved. The research indicates that a breakdown in communication or cooperation can significantly delay the implementation of vital programmes, including the Initial Stage Development Litmas.

The hierarchical structure within correctional institutions plays an essential role in ensuring the successful coordination of interdepartmental tasks. Leadership is key in

directing subordinates to collaborate effectively with other departments. For example, the leaders at the Bekasi Probation and Parole Office have stressed the importance of coordinating with the Karawang Class IIA Correctional Institution for the successful completion of Litmas. When such coordination is emphasized and reinforced from a leadership level, it ensures that the tasks are completed efficiently and in a timely manner. However, the research highlights that while this structure is generally respected, there are instances where communication is incomplete, such as the sole focus on reintegration Litmas rather than the full developmental process.

Rationally speaking, the lack of human resources at the Bekasi Probation and Parole Office makes it understandable why the Initial Stage Development Litmas has not been fully implemented at Karawang. The shortage of community supervisors means that only the most critical tasks, such as the Reintegration Litmas, are prioritized. This rational explanation reflects the reality of resource limitations within the system. The failure to allocate sufficient human resources to the Bapas Bekasi hinders their ability to provide comprehensive support to correctional institutions like Karawang, leaving a gap in prisoner rehabilitation efforts.

The dimension of specialization is another factor impacting the implementation of Litmas. One solution discussed is the role of the Community Supervisor Helper programme, which could alleviate the strain caused by limited human resources. This programme allows correctional officers to step in and assist community supervisors by handling some of the responsibilities associated with Litmas. By collaborating with community supervisors, correctional officers—who are familiar with the daily lives of prisoners—can help fill the gap, ensuring that prisoners receive the support they need. The research suggests that this programme, if properly implemented, could be a key factor in overcoming staffing shortages.

Lastly, in terms of stability, the Community Supervisor Helper programme has the potential to significantly strengthen the rehabilitation process at the Karawang Class IIA Correctional Institution. However, for the programme to be effective, it is crucial that correctional officers receive adequate training and are well-versed in the fundamental duties and functions of community supervisors. Without this preparation, the programme could fail to provide the intended support. The research emphasizes the importance of formal guidelines and training to ensure that all personnel involved in the programme understand their roles and responsibilities, which will contribute to a more stable and effective correctional system. The author obtained data after interviewing the three informants, that the reason why the Initial Stage Development Litmas was not carried out was because initially the Karawang Class IIA Correctional Institution sent a request for the preparation of the Initial Stage Development Litmas to Bapas Bekasi. However, the request received less attention due to the large number of requests for Litmas Reintegration which was much larger and more urgent. Therefore, the Initial Development Litmas was not carried out at the Karawang class IIA Correctional Institution. SA said that the Karawang class IIA Correctional Institution had sent a request for the Litmas of the initial stage of development, but BT said that currently its members were overwhelmed in fulfilling the existing Litmas requests. Therefore, the Bekasi Class II Correctional Centre prioritises conducting reintegration litmas at the Karawang Class IIA Correctional Institution.

Community research (litmas) plays an important role in improving and refining the process of determining and designing early stage development programmes in correctional institutions. Through community research, in-depth data on the social, psychological and legal background of each prisoner is collected and analysed. The results

of this research are used to identify their specific needs, such as education, skills, rehabilitation or mental health. With accurate data, coaching programmes can be designed to be more targeted, tailored to each individual's condition and potential. In addition, litmas also helps evaluate the effectiveness of existing programmes, allowing for programme adjustments according to the development of the prisoners, so that the rehabilitation process runs more optimally and sustainably. In the early stages, the litmas provides a scientific basis for designing programmes that are responsive and adaptive to the real needs of the prisoners. Litmas Early Stage Development is the main foundation in the design of development programmes in correctional institutions. Litmas contains detailed information on the social, psychological and legal conditions of each prisoner, such as family background, criminal history, mental health conditions, as well as education and skills needs. Based on the data generated, the design of development programmes can be targeted and specific, ensuring that each prisoner receives development that suits their needs and potential. For example, those with drug addiction problems will be directed to rehabilitation programmes, while those with work skills will receive further training. Litmas also ensures that the programmes designed are not generic, but more personalised and responsive, aiming to support the social reintegration of prisoners more effectively. Thus, litmas is not only an evaluation tool, but also the basis for formulating a more targeted and sustainable development strategy.

CONCLUSION AND SUGGESTION

The study titled *The Application of Community Research in Determining the Initial Stage of Coaching Programme at Class IIA Karawang Prison* reveals significant challenges in the implementation of the Initial Stage Development Litmas, largely due to limitations in human resources and communication between relevant institutions. The findings indicate that the Bekasi Probation and Parole Office (Bapas Bekasi) faces a shortage of community supervisors, which has hindered the full execution of the developmental Litmas. Instead, the focus has been primarily on the Reintegration Litmas, leaving a gap in the comprehensive assessment and guidance for prisoners at Karawang Class IIA Correctional Institution. This lack of thorough assessment prevents the institution from fully addressing the specific needs of prisoners in the early stages of their rehabilitation, affecting the overall effectiveness of the correctional system.

Moreover, the study highlights the critical importance of inter-institutional cooperation between the staff at Bapas Bekasi and Karawang Class IIA Correctional Institution. Effective communication and collaboration are essential for ensuring that the coaching programmes align with legal and institutional guidelines. The bureaucratic relationship between these two entities must be transparent and robust to address any gaps or shortcomings in their operations. While there have been efforts to coordinate, the research indicates that communication has often been incomplete, particularly concerning the full scope of Litmas, resulting in the partial implementation of critical programmes. A more integrated and coordinated approach is necessary to ensure that all aspects of prisoner rehabilitation are covered, from initial assessment to reintegration.

The study also suggests that innovative solutions, such as the Community Supervisor Helper programme, could play a pivotal role in addressing the shortage of staff. This programme allows correctional officers to assist in the tasks typically handled by community supervisors, providing much-needed support in areas where resources are limited. However, the success of such initiatives depends on proper training and clear guidelines to ensure that all personnel involved understand their roles. Overall, the findings underscore the need for a holistic approach that combines adequate staffing,

clear communication, and structured programmes to optimize the correctional system's rehabilitation efforts. By addressing these gaps, institutions like Karawang Class IIA can provide more effective guidance and support to prisoners, ultimately improving their chances of successful reintegration into society.

REFERENCES

- Andriyani, F., Rasyid, M. N., & Din, M. (2017). Pemenuhan Hak Rehabilitasi Narapidana Anak Dalam Kasus Narkoba di Aceh (Studi Kasus Pada Cabang Rumah Tahanan Negara Lhoknga). *Syiah Kuala Law Journal*, 1(2), 53–66. <https://doi.org/10.24815/sklj.v1i2.8473>
- Azizi, H. (2021). Pelaksanaan Program Pembinaan Narapidana Di Lembaga Pemasyarakatan Kelas Iib Bireuen. *Nusantara: Jurnal Ilmu Pengetahuan Sosial*, 8(2), 23–33.
- Daulah, K. A. S. (2023). Pemasyarakatan: Membangun Jembatan Menuju Kesempatan Baru Dan Masyarakat Yang Lebih Aman. *Jurnal Hukum Dan Kewarganegaraan*, Vol 1 No 5.
- Fattah, J. K. S. (2022). Efektivitas Pelaksanaan Program Rehabilitasi Sosial Dalam Menekan Angka Residivis Pelaku Tindak Pidana Narkotika Di Lembaga Pemasyarakatan Narkotika Kelas IIB Muara Sabak.
- Firdaus, I. (2019). Peranan Pembimbing Kemasyarakatan dalam Upaya Penanganan Overcrowded Pada Lembaga Pemasyarakatan. *Jurnal Ilmiah Kebijakan Hukum*, 13(3), 339. <https://doi.org/10.30641/kebijakan.2019.v13.339-358>
- I Wayan P., Made S., Muhammad, I., Tri, L. K., & Baihaqi, S. (2023). Penanganan Tindak Pidana Anak Persepektif Pendekatan Restorative Justice. *Unizar Law Review*, 6(1). <https://doi.org/10.36679/ulr.v6i1.33>
- Jamiatul, H., Akhmad, S., Sri, N., & Istiqamah, I. (2020). Pelatihan Penulisan Laporan Litmas Di Bapas Kelas 1 Banjarmasin. *Jurnal Pengabdian UntukMu NegeRI*, 4(2), 285–290. <https://doi.org/10.37859/jpumri.v4i2.2170>
- Krisna, L. A. (2015). Hasil Penelitian Kemasyarakatan Sebagai Dasar Pertimbangan Hakim Dalam Pengadilan Anak. *Jurnal Hukum Samudra Keadilan*, Vol. 10(No. 1), Hal. 146–158.
- Muliati, S. (2020). Peran Pembimbing Kemasyarakatan Dalam Pelaksanaan Reintegrasi Sosial. *Jurnal Neo Societal*, 5(3), 238–254.
- Ningtyas, E. S., Gani, A. Y. A., & Sukanto. (2014). Pelaksanaan Program Pembinaan Narapidana Pada Lembaga Pemasyarakatan Dalam Rangka Pengembangan Sumber Daya Manusia. *Administrasi Publik*, 1(6), 1266–1275.
- Pengulangan, M., Pidana, T., & Di, R. (2010). Pelaksanaan Pembinaan Narapidana Dalam Rangka. 1–64.
- Kusumo, W. (1960). BAB IV Penutup 4.1. Kesimpulan. *Daop* 1, 55–56.
- Rahardjo, M. M., & Muhammad, A. (2022). NUSANTARA : Jurnal Ilmu Pengetahuan Sosial. *Nusantara: Jurnal Ilmu Pengetahuan Sosial*, 9(4), 303–307.
- Wahyudi, B. T., Muhammad, A., Anwar, U., & Priyatmono, B. (2022). Pelaksanaan Litmas Pembinaan Awal Narapidana Dalam Rangka Mendukung Kebijakan Revitalisasi Penyelenggaraan Pemasyaraktan. *Jurnal Justitia: Jurnal Ilmu Hukum Dan Humaniora*, 9(4), 1772–1783.
- Wahyudi, B., & Wahyudi, B. T. (2021). Implementasi Asesment Risiko Dan Kebutuhan Dalam Rangka Mendukung Revitalisasi Penyelenggaraan Pemasyarakatan. *JUSTITIA: Jurnal Ilmu Hukum Dan Humaniora*, 8(3), 152–163. <http://jurnal.um-tapsel.ac.id/index.php/Justitia/article/view/2399>

- Wakhid, A. A. (2011). Eksistensi Konsep Birokrasi Max Weber Dalam Reformasi Birokrasi Di Indonesia. *Jurnal TAPIs*, 7(2), 125–146.
<http://ejournal.iainradenintan.ac.id/index.php/TAPIs/article/view/100>
- Wilson, J. Q. (n.d.). James Q. Wilson.
- Wulandari, S. (2015). Fungsi Sistem Pemasyarakatan Dalam Merehabilitasi Dan Mereintegrasi Sosial Warga Binaan Pemasyarakatan. *Serat Acitya – Jurnal Ilmiah UNTAG Semarang*, 4(Vol 4, No 2 (2015)), 87–94.
- Zahira, R., F., Muhammad, A., & Tendo, C. E. (2022). Strategi Memaksimalkan Hasil Penelitian Kemasyarakatan (Litmas) Dalam Melaksanakan Pembinaan Kepada Narapidana Fariya. *Jurnal Pendidikan Dan Konseling*, 4(3), 3606–3611.