

ANALYSIS OF THE ROLE OF STAKEHOLDERS IN SOCIAL REHABILITATION PROGRAMS AT THE CLASS II A NARCOTICS CORRECTIONAL INSTITUTION IN JAKARTA



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ABSTRACT

This study aims to analyze the role of stakeholders in the implementation of the Social Rehabilitation Program at the Class IIA Narcotics Correctional Institution, as well as to identify the challenges encountered in its implementation. Using a qualitative case study approach, the findings show that the program involves both internal and external stakeholders. Internal stakeholders include institutional leaders, rehabilitation staff, and internal counselors, while external stakeholders consist of organizations such as the National Narcotics Agency, professional counselors, partner foundations, and inmates' families. Each stakeholder contributes according to their respective roles and responsibilities, creating complementary interactions that support the rehabilitation process. However, the implementation of the program still faces several challenges, including irregular activity schedules, limited inmate mobility, low participation or motivation among inmates, security considerations, and incomplete facilities. These obstacles affect the overall effectiveness of the rehabilitation process. The study concludes that the success of social rehabilitation programs depends not only on policy design but also on the quality of collaboration and coordination among stakeholders. Strengthening cooperation, improving facilities, and enhancing program management are essential to optimize rehabilitation outcomes.

Keywords: *Social Rehabilitation; Stakeholders; Drug Rehabilitation Centers; Role*

INTRODUCTION

The high number of drug users in Indonesia has made the country a target for illegal drug trafficking. It is undeniable that Indonesia is a major market for both national and international drug trafficking networks. Drug abuse has damaged various aspects of life, including values, norms, knowledge, status, and roles in society. This situation shows that the problem has transcended religious, cultural, social, and national boundaries. Thus, drug abuse is no longer just a local or national issue, but has become a transnational and global challenge (Gultom et al., 2022). Based on data from the Central Statistics Agency, looking at developments during the 2022-2023 period, the number of crimes related to narcotics and drugs tends to increase. In the category of narcotics and psychotropic substances, there were 31,420 incidents in 2022, which increased to 39,496 incidents in 2023. Crimes related to the sale or distribution of prescription drugs/restricted drugs without a license also increased, from 2,161 incidents in 2022 to 3,340 in 2023. The total number of crimes in this category increased from 33,581 in 2022 to 42,836 in 2023, indicating a growing problem of narcotics and illegal drug abuse in society (Central Statistics Agency, 2024).

According to data from the Central Statistics Agency, looking at the distribution of drug-related crimes during the 2022-2023 period shows that the highest number of drug-related crimes in 2023 occurred in North Sumatra with 5,308 incidents, followed by DKI Jakarta (5,252 incidents) and East Java (5,036 incidents). These three regions accounted for more than 36 percent of all incidents in Indonesia in 2023. Meanwhile, West Papua, Gorontalo, and East Nusa Tenggara were the regions with the fewest incidents related to narcotics and drugs, with 114 incidents, 109 incidents, and 45 incidents, respectively. Legally, Indonesia has a basic framework for controlling the distribution and use of narcotics, which is regulated in Law Number 35 of 2009 concerning Narcotics. In this law, narcotics-related crimes are considered special crimes that are regulated outside the General Criminal Code (KUHP). In handling drug-related crimes, the government established a state agency, the National Narcotics Agency (BNN), which is regulated by Law No. 35 of 2009. The agency aims to prevent and eradicate the abuse and illegal distribution of narcotics and narcotic precursors. However, there are still challenges in implementing policies and laws related to narcotics. Serious efforts have been made by the government through the BNN to prevent drug abuse through various repressive and preventive measures. One of the biggest problems is the prevalence of drug cases in correctional institutions.

The situation regarding narcotics crimes in correctional institutions is very concerning. The majority of inmates in correctional institutions (Lapas) and detention centers (Rutan) are narcotics offenders. This is a problem that must be resolved immediately because it will have a direct impact on the inmate rehabilitation program in prisons and is also prone to security and order disturbances. In an effort to curb the current trend of drug abuse cases, the function of punishment is not only to punish or imprison, but also as a process of rehabilitation and social reintegration. This is so that the individual can understand their mistakes, improve themselves, not repeat their actions, and be accepted back into society. As the main institution responsible for implementing criminal sanctions, correctional facilities are not only places of execution or punishment, but also a platform for transformation aimed at reducing recidivism. (Mufti & Riyanto, 2023). The Class IIA Narcotics Correctional Institution in Jakarta is one of the technical correctional implementation units that has a social rehabilitation guidance program for its inmates, as the prison is specifically designated for inmates with narcotics cases.

Social rehabilitation is a series of activities aimed at restoring and improving a person's physical condition, skills, and mental state, so that the individual is able to overcome social welfare problems for themselves and their families. (Miswanto, M., & Harahap, 2022). However, in practice, officers whose primary duty is to secure and rehabilitate inmates are not yet equipped with sufficient competence to provide social rehabilitation independently. Therefore, assistance from stakeholders is needed in social rehabilitation programs, who play an active role and participate in improving rehabilitation programs, especially for inmates in prisons. Based on the issues regarding stakeholder interest orientation and influence level, a stakeholder analysis study is needed to understand and identify the parties affected by and those influencing the program. This study aims to show the importance of any factors that need to be considered in the decision-making process (Crosby, 1991). It is hoped that the implementation of the social rehabilitation program at the Class IIA Narcotics Penitentiary in Jakarta can run optimally.

This issue is closely related to confusion about who needs to be directly involved and why their involvement is important. Knowledge about the position and role of each stakeholder is important to study in order to support the maximum achievement of social rehabilitation program goals. Thus, no party feels harmed, and the direction policy strategies and future policy improvements can be better accommodated. Based on this background, the author is interested in knowing the role of stakeholders in supporting the success of the social rehabilitation program at the Class IIA Narcotics Penitentiary in Jakarta. The complexity of the problems faced, both from the perspective of the inmates and the limited resources within the prison, makes inter-stakeholder cooperation a very important issue to study.

LITERATURE REVIEW

Studies on the role of stakeholders in rehabilitation programs have been conducted extensively in various fields, including tourism, health, environment, and community corrections. Several relevant studies serve as an important foundation for strengthening the analysis of stakeholder roles in the context of social rehabilitation in correctional institutions. Astuti et al., (2023) emphasize the importance of stakeholder mapping in managing the Telaga Menjer tourism site, highlighting that an uneven distribution of stakeholder roles and contributions can hinder program effectiveness. This research refers to Nugroho's (2014) theory, which divides stakeholders into five role categories: policy creator, coordinator, facilitator, implementer, and accelerator.

Journeault et al., (2021) outlined the collaborative role of stakeholders in supporting sustainable practices in small and medium-sized enterprises (SMEs). Stakeholders play the roles of coach, analyst, coordinator, specialist, and financial provider. This finding confirms that the success of a program is highly influenced by cross-actor synergy. The study by Amoako et al., (2022) highlights the importance of stakeholder roles in tourism sustainability in Ghana. Government, community, private sector, and tourism worker involvement have proven crucial in maintaining sustainability, despite facing challenges such as limited resources and low public literacy. Adomako & Tran (2022) found that environmental collaboration and responsible innovation have a positive relationship with organizational performance, which is strengthened by stakeholder pressure. Stakeholder roles, both primary and secondary, are key drivers of sustainable practices..

Stakeholder theory serves as the foundation for understanding the involvement of various actors in a program or organization. Freeman (2010) defines stakeholders as

individuals or groups who can influence or be influenced by the achievement of organizational goals. In this context, stakeholders not only include internal parties such as employees or managers, but also external parties such as the government, the community, and partner institutions that have an interest in the program's progress. Mitchell et al., (1997) added that stakeholder interests can be viewed through the dimensions of power, legitimacy, and urgency they possess, so parties with all three attributes are considered the most influential stakeholders. To map stakeholder involvement, Eden and Ackermann (1998) developed the concept of stakeholder mapping using the power-interest grid model. This model classifies stakeholders into four categories: key players (high power and interest), subjects (high interest, low power), context setters (high power, low interest), and the crowd (low interest and power). This classification helps organizations determine the appropriate engagement strategies based on the position and influence of each stakeholder.

Furthermore, Nugroho (2014) divides stakeholder roles into five main categories: policy creator, coordinator, facilitator, implementer, and accelerator. The policy creator is responsible for formulating policies and the macro direction of the program, the coordinator ensures synchronization between stakeholders, the facilitator provides technical and resource support, the implementer directly executes the program, and the accelerator plays a role in accelerating program success through social influence and innovation. This model is relevant in the context of social rehabilitation in correctional institutions, where the success of the program heavily relies on synergy between the parties involved, each according to their capacity and function.

METHOD

This research uses a qualitative approach. A qualitative approach is a method used to explore and understand the meaning formed from the experiences of individuals or groups in facing a social or humanitarian problem (Creswell, 2014). The qualitative approach has a flexible framework, is inductive, focuses on understanding individual or group problems, and attempts to interpret the complexity of existing issues.

This approach is used to deeply understand and explain the research problem in relation to the research topic concerning the role of stakeholders in the social rehabilitation program at the Class IIA Narcotics Correctional Institution in Jakarta. Researchers are attempting to gather data from key informants and other informants to gain a deeper understanding of the issue being studied. Various social activities that occur within the prison are the main focus of the researcher's study, allowing the resulting research to comprehensively and structurally explain the issues. In this study, the author used a descriptive qualitative research design.

According to Sugiyono (2022), descriptive qualitative research cannot be used to draw conclusions, but can only be used as a description and analysis of research findings. This research aims to clearly describe and analyze the roles of stakeholders in the social rehabilitation program at Jakarta Class IIA Penitentiary. This research systematically explains the key points concerning the issue being discussed by describing all the spaces within the problem from various perspectives obtained from field data.

RESULTS AND DISCUSSION

This research shows that the successful implementation of the rehabilitation program is inseparable from the involvement of various parties, both from within and outside the correctional institution. Stakeholder involvement is an important aspect because social rehabilitation cannot be carried out unilaterally. Supportive and structured cooperation

is needed between internal prison staff and external parties with the authority, expertise, and supporting resources. Therefore, to understand the dynamics occurring in program implementation, it is necessary to group or classify stakeholders based on their roles and positions within the implementation structure.

This classification is divided into two main groups: internal stakeholders and external stakeholders (Wibisono, 2007). Internal stakeholders consist of parties within the prison's organizational structure who are directly involved in the operation of rehabilitation programs. Meanwhile, external stakeholders are parties outside the prison who serve as supporters, partners, and implementers of community-based rehabilitation activities. In this classification, it is important to identify the stakeholders.

Interests directly or indirectly involved in social rehabilitation programs in prisons. These stakeholders include internal stakeholders such as the Head of Inmate and Juvenile Guidance Section, Internal Prison Counselors, Rehabilitation Program Coordinator Staff, and Inmates participating in rehabilitation. They also include external stakeholders such as the National Narcotics Agency (BNN), the Balarenik Foundation, inmates' families, and counselors from the Indonesian Association of Addiction Counselors (IKAI). Each stakeholder has a different role and influence on the implementation of educational programs, so they need to be identified from the outset to establish appropriate strategies. This finding also indicates a complementary interaction, where each party plays a role according to their capacity in supporting the successful rehabilitation of prisoners.

The Class IIA Jakarta Narcotics Correctional Institution, as the correctional institution that carries out various forms of guidance for inmates thru education, rehabilitation, and reintegration. One of the activities for guiding correctional inmates is social rehabilitation for prisoners convicted of drug offenses. Social rehabilitation aims to help inmates overcome their dependence on drugs and prepare them to return to society with minimal risk of relapse. In addition to physical recovery, social rehabilitation also includes mental, emotional, and spiritual guidance, so that inmates can live healthier and more productive lives after their release. The implementation of the social rehabilitation program at the Class IIA Narcotics Penitentiary in Jakarta does not solely rely on the internal strength of the correctional institution, but also depends on the contributions of various stakeholders with different roles, influence, and levels of interest. In the context of rehabilitation program governance, the relationships between institutions and social actors become complex because they involve policy aspects, resources, technical professionalism, and social legitimacy.

Based on stakeholder mapping using the power-interest grid model by Eden & Ackermann (1998), it was found that stakeholders are in different positions according to their interests and influence. BNNP and the prison authorities are key players because they have high power and interest in determining the direction of policy and program implementation. Meanwhile, external counselors like IKAI and the Balarenik Foundation are more likely to position themselves as facilitators with high interest but relatively low power. Prisoners' families serve as subjects, who, although their influence is limited, have a significant interest in the success of rehabilitation. Other parties considered context setters include indirectly related government agencies, such as the health department, which can influence the program's progress thru policies or facility support.

Each stakeholder has different interests, authorities, capacities, and forms of involvement. Some are involved in the planning stage, others are active at the direct implementation level, and some serve as supervisors or mentors. The diversity of these forms of contribution requires a systematic classification so that they can be analyzed

academically and applied. Without clear mapping, it's difficult to evaluate the effectiveness of inter-party cooperation and to identify potential gaps that might hinder the program's progress. In the classification of stakeholder roles according to Nugroho (2014), BNNP and the Ministry of Law and Human Rights function as policy creators with the main task of formulating regulations, service standards, and the policy direction of social rehabilitation programs. The prison authorities act as both coordinators and implementers, as they not only manage the synergy between parties but also spearhead the implementation of rehabilitation activities in the field. Partner institutions such as IKAI and the Balarenik Foundation act as facilitators, providing guidance, assessment, and counselling for inmates. This division of roles shows that each stakeholder has a different contribution, but they are still interconnected in forming an integrated rehabilitation system.

The role of prisoners' families in rehabilitation programs is also very significant. As an accelerator, the family serves to strengthen motivation and moral support for inmates in the recovery process. This support plays a crucial role in the sustainability of rehabilitation, especially when inmates return to society. Family involvement helps reduce the risk of recidivism because they serve as the first social network to welcome back former inmates. The interview results also revealed that inmates who received family support tended to participate more actively in counselling and therapy sessions compared to those who received less attention from their families. This confirms that the success of the program is not only determined by internal factors within the prison, but also by the external environment. Although stakeholder collaboration is already underway, this research also identified a number of challenges that hinder program implementation.

These challenges include irregular rehabilitation schedules, limited mobility due to security regulations, low motivation among some inmates, and inadequate facilities. These obstacles indicate that the effectiveness of the program is not only determined by the number of stakeholders involved, but also by the quality of coordination, resource availability, and the consistency of implementation in the field. Overcrowding at the Class IIA Narcotics Penitentiary in Jakarta, which exceeds 200% of capacity, also makes program implementation more difficult because it reduces the focus of officers in providing intensive support to inmates. Another challenge that arises is the limited competence of human resources within the prison. Many correctional officers are primarily focused on security duties, so they haven't fully developed specialized skills as rehabilitation counselors. This condition makes the involvement of external parties such as IKAI and the Balarenik Foundation increasingly important. However, high dependence on external stakeholders also creates vulnerability if cooperation does not continue or is interrupted due to administrative or budgetary factors. This highlights the need for internal capacity-building strategies so that the program is not entirely dependent on external parties.

Overall, the research findings confirm that the success of the social rehabilitation program at the Class IIA Narcotics Penitentiary in Jakarta is highly dependent on synergy among stakeholders. Stakeholder mapping using the Eden & Ackermann theory and Nugroho's (2014) role classification shows that each party has complementary functions. However, to improve program effectiveness, efforts are needed to strengthen the capacity of internal staff, improve infrastructure, and ensure consistent coordination among stakeholders. Thus, social rehabilitation can function optimally as a means of recovery for inmates while also reducing the risk of repeat drug offenses. This program also has the

potential to be a collaborative model that can be applied in other prisons with similar characteristics.

CONCLUSION AND SUGGESTION

This study concludes that the implementation of the social rehabilitation program at the Class IIA Narcotics Penitentiary in Jakarta involves various stakeholders, both internal and external, with different but complementary roles. Internal stakeholders such as the Head of Bina Dik, rehabilitation staff, and internal counselors play a direct role in implementing the guidance activities, while external stakeholders such as BNNP, IKAI, the Balarenik Foundation, and the inmates' families provide regulatory support, counselling, mentoring, and motivation. This multi-stakeholder involvement confirms that social rehabilitation is a form of collaboration that cannot function optimally by relying on just one party.

The results of stakeholder mapping using the power-interest grid theory by Eden & Ackermann (1998) show variations in interests and influence, which determine their level of involvement in the program. The BNNP and the prison authorities are key players with high interests and influence, while the prisoners' families play a more passive role. The role division according to Nugroho (2014) is also proven relevant, where stakeholders can be categorized as policy creators, coordinators, facilitators, implementers, and accelerators based on their capacity. This shows that the success of the program is highly dependent on good coordination and synergy between parties.

Nevertheless, there are several challenges hindering the program's implementation, including limited facilities, insufficient staff skills, overcrowding, and low motivation among some inmates. This condition indicates that the success of social rehabilitation is not only determined by policy structures, but also by the effectiveness of cooperation, consistency of implementation, and the social environmental support of inmates. Therefore, social rehabilitation programs need to be managed sustainably, taking into account human resources, infrastructure, and stakeholder coordination strategies.

Based on the research results above, the author suggests several things for future improvement. First, there is a need to increase the capacity of human resources within the prison environment so that they not only focus on security aspects but also have expertise in counselling and rehabilitation. Intensive training, counselor certification, and technical skills development for staff can strengthen internal roles in supporting social rehabilitation programs. This is important to ensure program implementation is not overly reliant on external stakeholders, who are more volatile. Second, there needs to be an improvement in the facilities and infrastructure supporting the program, including counselling rooms, therapy facilities, and access to medical and psychological services. This infrastructure improvement will not only enhance the quality of rehabilitation but also help create a conducive environment for prisoner recovery. Government support thru adequate budget allocation and collaboration with partner institutions is key to strengthening this aspect. Third, synergy among stakeholders must be continuously strengthened thru consistent coordination and periodic evaluation. Prisons need to be the main coordinator capable of uniting various actors with different interests to remain focused on the common goal: prisoner rehabilitation and social reintegration.

Additionally, prisoners' families need to be continuously and actively involved because their emotional and social support plays a crucial role in preventing recidivism. With stronger collaboration, social rehabilitation programs can be more effective, sustainable, and have a real impact on reducing the circulation of narcotics in society.

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