

# Implementation of Deradicalization Policy to Reduce Criminal Acts of Terrorism

*Brigadier General Police. Dr. (can). Aswin Sipayung<sup>1(\*)</sup>. Prof. Dr. Sumartono, MS.<sup>2</sup>, Assoc. Prof. Dr. Choirul Saleh. M.Si.<sup>3</sup>. Assoc. Prof. Dr. Drs. Mochammad Rozikin. MPA<sup>4(\*)</sup>. Assoc. Prof. Dr. in Law., Dr. in Criminolog., Drs. Bambang Slamet Riyadi. SH. MH. MM<sup>5(\*)</sup>*

<sup>1,2,3</sup>Universitas Brawijaya. Faculty of Administrative Sciences. Jalan MT, Haryono No. 163 Malang City, East Java, Indonesia. e-mail: [aswin.sipayung.pdia.ub@gmail.com](mailto:aswin.sipayung.pdia.ub@gmail.com)

<sup>4</sup>Universitas Brawijaya. Faculty of Administrative Sciences. Jalan MT, Haryono No. 163 Malang City, East Java, Indonesia. e-mail: [mochrozikin@ub.ac.id](mailto:mochrozikin@ub.ac.id)

<sup>5</sup>Universitas Nasional, Faculty of Law. Jakarta and Lecturer in Doctoral Program of Law. Universitas Jayabaya Jakarta. Indonesia e-mail: [bambang.riyadi@civitas.unas.ac.id](mailto:bambang.riyadi@civitas.unas.ac.id) Cc. e-mail [bambang.s.riyadi@jayabaya.ac.id](mailto:bambang.s.riyadi@jayabaya.ac.id)

**Abstracts:** This research aimed to understand the implementation of deradicalization policy to reduce criminal acts of terrorism in Indonesia by considering the ontological level and sociological level based on public policy perspective. Problems were analyzed by conducting qualitative research. Data were collected through observation and documentation. Data analyzed using interactive steps were data reduction, data display, and data verification, supported by triangulation. The results indicated that it was necessary to formulate and implement a deradicalization policy to reduce criminal acts of terrorism in Indonesia for providing information to stakeholders. This research resulted in inputs for making a better regulation and policy for state agencies as public officials and practitioners in managing the implementation of deradicalization policy.

**Keywords:** Deradicalization, Public Policy, Collaborative Governance.

## 1. INTRODUCTION

Deradicalization cannot be achieved easily because deradicalization programs are still ineffective. It is important for us to critically understand the concepts of radicalization and deradicalization. Then, it is critical to assess deradicalization programs by focusing on the drawbacks, and the unintended consequences that result in the labeling of former prisoners and their families that hinder deradicalization success. The government and civil society organizations need to introduce humanitarian activities to enhance deradicalization programs and reduce opportunities for recidivism (Ilyas, 2021). The programs implemented for deradicalization describe contextual, economic, and social factors describing the psychosocial characteristics of those who are the target of the intervention. Understanding these aspects will be valuable to inform policy makers and professionals working in this field, to develop and implement key strategies for deradicalization and contribute to counter-radicalization. Critical and systematic mapping of the programs implemented and the psychosocial characteristics of those who are targeted for intervention are needed (de Carvalho et al., 2019). The radicalization of small groups of migrants or native people who are concerned about intercultural relations seems to be behind the violent incidents. Several European governments have developed policies and programs that took part in the fieldwork of the Local City Integration Policy Project. Cities that have no proper deradicalization policies and programs make radicalization and violence easier to grow (Kranendonk, Vermeulen, & Van Heelsum, 2018). The concept of deradicalization has developed into a counter-terrorism program in various countries. Deradicalization manifested in a program has similar characteristics in several countries. Most of countries have the same characteristics of Deradicalization programs, namely: Involvement and cooperation with the general public, Implementation of special programs in prisons, Educational programs, Development of cross-cultural dialogue, Promotion of social and economic justice, Global cooperation in combating terrorism, Monitoring of cyber terrorism, Improvement of statutory instruments, Rehabilitation programs, Development and dissemination of information regionally, and Training and qualifications of agents involved in the implementation of deradicalization policies (Zaidan, 2017).

The deradicalization program identified several inherent challenges, such as early warning of the need for

comprehensive deradicalization of ex-combatants as significant to prevent high recidivism. For example, the Government of Nigeria adopted a deradicalization approach in arresting and imprisoning Boko Haram, a terrorist group and those who voluntarily disarmed and surrendered to security forces (Ehiane, 2019). In dealing with convicted terrorists in Indonesian prisons, a prison-based deradicalization program has been instituted by the Indonesian authorities. The program consists of many activities, such as recitation classes, training, religious discussions, and counseling. In this program, the participants are terrorist convicts, while the implementers are prison officers. Therefore, it was indicated five challenges faced by Indonesian prison officials in implementing the program: (1) the personality of terrorist convicts; (2) the readiness of Indonesian prison officials; (3) the program sustainability; (4) institutional infrastructure problems; (5) and the unavailability of collaborative mechanisms (Sumarwoto, Mahmutarrom, & Ifrani, 2020). Anti-terrorism measures in Malaysia were put in place to counter threats from regional aggressors, third class armies, terrorist groups, and even cults. However, there is much concern among stakeholders. It is necessary to analyze all anti-terrorism laws to identify whether they can provide protection to national security and the principles of the rule of law and human rights in a balanced manner. (Dhanapal, Salman, Sabaruddin, & Nazeri, 2020).

Deradicalization explains the mechanism by which social factors moderate the most contested ends and means of the abolitionist group which consists of moderate movements and a 'radical' trend. The Islamist movement is an empirical example of the division predicted by the model. Jihadism represents the most radical form of contemporary Islamism, whereas nationalist Islamism and non-jihadi fundamentalism can be considered less radical because these currents ignore their abolitionists. Goals that support political integration, or reject terrorist violence is a means of upholding abolitionist goals (Armborst, 2014). Job Making stronger regulations and policies requires attention. By implementing a performance accountability framework, government institutions can improve their regulation. Better regulation can be made with the help of the Performance Accountability System for Government Agencies. For the purpose of enhancing police policy and practice, leadership and service are divided into a number of categories. The performance of the organization is positively and significantly affected by user happiness. Various themes that are helpful for enhancing policy are identified from earlier studies analyzing the Critical Success Factors of Public Private Partnerships. Workplace spirituality mediates the impact of information technology on innovative work behavior, while inventive climate mediates the impact of transformational leadership, and collaboration between civilians and military personnel is necessary to create better regulations (Priyambodo, Wijaya, Wike, Sujarwoto, & Riyadi, 2023a, 2023b; Purbiyantari, Zauhar, Suryadi, Hermawan, & Riyadi, 2023b, 2023a; Sinulingga et al., 2023; Susilo, Astuti, Arifin, Mawardi, & Riyadi, 2023; Syahrudin, Wijaya, Suryono, & Riyadi, 2023; Tjahjono, Suryono, Riyanto, Amin, & Riyadi, 2023; Toruan, Gusti, & Riyadi, 2023).

To maintain checks and balances, the rule of law and the rule of justice will be implemented in accordance with the state constitution and laws. Even the conclusion of the procedures serves as proof of Indonesia's lax approach to criminal justice. The size of the conflict of interest, which frequently leads to settlements is based on political bargaining, misuse of authority, and interests. The state needs to keep maintaining control over Indonesia's plethora of natural resources (Hermanto & Riyadi, 2020; Riyadi, 2017, 2020b, 2020a; Riyadi, Atmoredjo, & Sukisno, 2020; Riyadi, Wibowo, & Susanti, 2020). More study on the reasons, procedures, and outcomes of conflict management is still needed, along with cooperation, competence, and performance. There were social and financial losses as a result of intrapersonal, interpersonal, production, and political misconduct. Intervention will be needed on both sides. Partnership, performance, and capability are all intertwined. Relationships between performance and partnership must be fully mediated by capabilities. Conflict resolution must be used to control capability, cooperation, and information sharing if they are to be effective and have a big impact. Work performance is positively and significantly affected by happiness at work (Assery, Tjahjono, Sobirin, & Hartono, 2017; Feriyanto, Assery, Saleh, & Suryaningsum, 2017; Hendriarti, Othman, Arif, Assery, & Jamal, 2022; Saleh, Assery, & Dzakiyullah, 2018; Saleh, Assery, Sabihaini, & Suryaningsum, 2017).

According to data released by the Global Terrorism Database (2013), Indonesia was in the third place, including the country with the most terrorist attacks in Southeast Asia from the 1970s to 2013. In 2020, the Global Terrorism Index reported that Indonesia was ranked fourth in the Asia Pacific and was the most affected by terrorism. Indonesia got a score of 4.629. Globally, Indonesia was ranked 37th. The scale used by GTI is the range of 0 to 10.

The number 0 indicates no impact from terrorism and 10 represents the highest impact of terrorism. GTI is a study that analyzes the impact of terrorism on 163 countries covering 99.7% of the world's population. In 2020, terrorism in Indonesia reached a score of 4.6. This score slightly declined if it is compared to the score in 2019, which was 5.0, the highest score of acts of terrorism in Indonesia. In term of scale, this decline is not drastic and still can be categorized as the highest index score compared to the previous year (LaFree & Dugan, 2007).

From the above-mentioned arguments, it remains unclear whether prior researchers have attempted to understand the Implementation of Deradicalization. Meanwhile, the researchers are currently trying to understand the Implementation of Deradicalization Policy using the public policy theory. Based on the explanation above, the problems that occur in the Deradicalization Policy to Reduce Criminal Acts of Terrorism in Indonesia can be identified. So, the research problem was how is the Implementation of Deradicalization Policy to Reduce Criminal Acts of Terrorism in Indonesia?

## **2. LITERATURE REVIEW**

### **2.1. Deradicalization**

Deradicalization is universally interpreted as any efforts to neutralize radical ideas. It is done through an interdisciplinary approach, such as law, psychology, religion, and socio-culture for those who are influenced or exposed to radical ideas and/or pro-violence. Conceptually, deradicalization is an effort to persuade individuals who previously held radical views that support terrorism, stop holding these radical understandings or at least do not act on these understandings. (Reinhard, 2009). Deradicalization is an instrument to stop, eliminate, or neutralize radicalism. In the context of countering terrorism, deradicalization was initially intended as an effort to persuade terrorists and their supporters to end violence. The concept of deradicalization is directed not only at returning radical understanding, but also at providing protection and education. Besides, this concept also facilitates terrorist perpetrators, especially ex-convicts, to be trained in order to have strength and deterrence, and even be able to put across nationalism ideas to other colleagues who are still involved in deradicalization. radicalism movements.

Deradicalism is further efforts after identifying the roots of radicalism. However, deradicalization can also be intended as an anticipatory step before radicalism is formed. Deradicalization is any effort to neutralize radical ideas through an interdisciplinary approach. De-radicalization of terrorism is manifested through programs of reorientation of motivation, re-education, re-socialization, as well as efforts on social welfare and equality with other communities for those who have been involved in terrorism and for sympathizers, resulting in a sense of nationalism (Golose & Humanis, 2009). Deradicalization as the act of disengaging individuals from radicalization-which may or may not lead to violence-refers to the process by which an individual experiences changes in roles or functions usually associated with decreased participation in violence (Horgan, 2009). Deradicalization is defined as an effort to stop, eliminate, or at least neutralize radicalism. Therefore, deradicalization also means efforts to transform radical beliefs or ideologies into non-radical ones through an interdisciplinary approach, including religion, social, and culture. Through deradicalization, it is hoped that the erroneous beliefs spread through narratives of violence and already believed by terrorists can be changed (Ramadhani, Hikam, & Munabari, 2021).

Radicalism cannot be seen from a religious perspective only because there are many factors that lead to the emergence of this movement. However, when discussing radicalism from religious perspectives, the indicators are also based on religious perspectives. Discussions on religious radicalism are more complicated than discussions on radicalism from other perspectives. No religion teaches radicalism. All religions want for peace both in this world and in the hereafter. However, in reality, there are different conditions where religions are often involved, or engaged in radicalism committed by people as adherents of the religion. In fact, the number of religious involvement in radicalism that occurs is considered to be quite high and have a long historical trajectory, giving rise to the accusation that religion is the main cause of the destruction of the world and a life full of anarchism. (Barney, Blewett, & Barney, 1993).

Based on the epistemological and sociological description of several definitions of deradicalization theory for

refining the research, it can be stated that the making of multi-policies on Implementation of Deradicalization Policy to Reduce Criminal Acts of Terrorism in Indonesia can be analyzed by the concept of deradicalization.

## **2.2. Public Policy**

Public policy is an interconnected collective decision, including decisions to take action by government offices or agencies. According to Dunn, public policy is a set of decisions and acts made by the government and either carried out or not carried out in ways that are beneficial to the entire community. This concept has the following repercussions: the first form is the determination of government action, which is not only stated but also implemented in concrete form, based on certain goals and objectives, and is essentially intended for the benefit of the entire community. Public policy analysis is a theoretical and applied activity with the objective to produce, evaluate critically, and disseminate knowledge about and within the policy process. The five interconnected stages of the policy analysis process work together to create a complex, non-linear cycle of intellectual activity. These actions take place in a complicated, non-linear, chronologically sequential political policy process. The emphasis on focus, locus, and value that must be attained is emphasized by the public administration paradigm. The traditional bureaucracy places emphasis on organizational structure and management duties; its hub is the corporate and government sectors; and its values are economy, effectiveness, efficiency, and reason. Neo-bureaucracy promotes efficiency, effectiveness, economics, and logic and focuses on behavior-based decision-making processes, management, systems, and research, with a concentration on government bureaucratic decisions. The institutions concentrate on comprehending bureaucratic behavior and making cautious, incremental choices. Participation in decision-making, minimizing differences, status, openness, self-actualization, and improved job satisfaction are the human relations, focus, and locus of the organization. The public options emphasize offering community services. And the New Public Management (NPM) is centered on organizational design built on decentralization, democratization, responsiveness, involvement, and providing services that the community needs. It also cares about human values and social justice (Dunn, 2012; Frederickson, 1976).

The scope of the government's and stakeholders' authority and accountability is relevant to public policy. Power distribution is influenced by legislation and policy. Therefore, it's important to pay attention to stakeholders' objectives as well as the country's political and economic role reconfiguration. Social, political, and economic problems will result from ineffective public services. Public policy emphasizes working together to achieve objectives and solve problems. In order to effectively solve problems, collaborative has a broad scope and focuses on both substance and procedure. In the future, collaborative public management techniques will benefit more from participation and nonhierarchical procedures. The tenets of the New Public Management: hands-on professional management, explicit standards and measures of performance, increased emphasis on output controls, a shift to desegregation of units in the public sector, a shift to greater competition in the public sector, stressing private sector styles of management practice, and stressing greater discipline and parsimony in resource use (Hood, 1991; Ikeanyibe, Eze Ori, & Okoye, 2017; Kapucu, Yuldashev, & Bakiev, 2009).

Based on epistemological and sociological description of several definitions of public policy theory for refining the research, it can be stated that the making of multi-policies on Implementation of Deradicalization Policy to Reduce Criminal Acts of Terrorism in Indonesia is a part of public policy theory.

## **2.3. Collaborative Governance**

The general term "collaboration" is frequently used to refer to a system of cooperative relationships with more than one participant. The term "collaboration" has been defined in a variety of ways by different specialists who hold opposing viewpoints. The same guiding principles—togetherness, cooperation, sharing of responsibilities, equality, and responsibility—underlie all the definitions. This important aspect is broken down through collaborative governance by means of communication, commitment, and trust. A successful partnership requires commitment, trust, and understanding. To address the key issues, public and private parties should make decisions based on consensus, and it is still also necessary to develop collaborative forums. The public policy development has caused a paradigm change in governance. This advancement investigates the actions of

networks and stakeholders that participate in policymaking (Ansell & Gash, 2008). Decision making requires collaborative management amongst stakeholders. Understanding decision-making processes and how to influence stakeholders are important. To reduce the constraints and complications that occur, it is necessary to reduce uncertainty and social learning. Collaboration enables stakeholders to jointly explore a system based on policy, stakeholders, and public-private partnerships. We need to be aware of the challenges and solutions to disasters in order to put various policies into practice. (Emerson, Nabatchi, & Balogh, 2012; Fernández-Giménez et al., 2019).

Collaboration is an attempt to make rules governing public affairs, both directly and indirectly. These institutions share an interest in regulating non-state affairs. In carrying out the cooperation, each party is required to have a legal attachment and have a strong commitment to the initial agreement. The tasks are fully entrusted to each party while continuing to carry out coordination in planning and implementing programs related to the public interest. Ansell and Gash (2008) are more interested in using the term public agency, with the intention to include public institutions, such as bureaucracies, courts, legislatures, and other government agencies at both the local, state and federal levels. Smith (1998) added that collaboratives are represented by key interest groups. Connick and Innes (2003) defined collaborative governance as representing all relevant interests. The interested parties are not only from the government, but also the private sector and citizens who have concern for the issue. This is as stated by Reilly (1998) describing collaborative efforts as a type of problem solving involving government agencies and concerned citizens (Ansell & Gash, 2008; Connick & Innes, 2003; Smith, 1998). This collaboration concept also implies that non-state stakeholders will have real responsibility for producing policies. Therefore, the stakeholders involved must be directly involved in decision making. This is confirmed that stakeholders participate in all stages of the decision-making process. Therefore, decision-making in collaborative forums will gain a consensus that is more oriented to the public interest. In general, there are 4 (four) stages in collaborative governance namely assessment, initiation, deliberation, and implementation. Stakeholder collaboration is an attempt to make rules governing all stakeholders who take care of public affairs, both directly and indirectly. While the stages of collaborative governance consist of 3 (three) stages, namely initial conditions, collaboration processes, and outcomes (Parmar et al., 2010).

Initial conditions, process, and outcome or benefits are the three primary stages that the collaborative process goes through. The three phases are explained as follows: Initial conditions, collaborative process, and outcomes (utility) come first. There are 5 (five) primary steps in the collaboration process, namely: Phase I: Face-to-face communication. Face to face communication is a requirement, but not a guarantee for teamwork. Face-to-face discussions between stakeholders are frequently characterized by divergent opinions, each of which aims to strengthen stereotypes and deepen hostility, but these discussions are required to foster successful collaboration in order to establish an agreement; Stage II: Establishing trust. In order to achieve collaboration, building trust takes effort and a long-term dedication. Therefore, policymakers or stakeholders must find time to rebuild trust if the past shows hostility between the parties. A collaborative process will not be possible if stakeholders are unable to establish trust; c. Phase III: Process commitment. The success of the collaborative process is significantly influenced by stakeholder commitment to it. However, carrying out this commitment might occasionally provide many challenges. For instance, even while the decision calls for bringing together stakeholders with diverse points of view, stakeholders are nevertheless required to abide by the outcomes of discussions as a sign of commitment. Therefore, trust is necessary for commitment for each stakeholder's obligations to be adequately fulfilled; d. Phase IV: Common understanding. Stakeholders must reach consensus at some point during the collaborative process, which are shared comprehension of shared vision, shared mission, shared goals, shared ideology, clear goals, clear and strategic orientations, alignment of fundamental values, and alignment of problem descriptions; Phase V: Intermediate outcomes. According to the literature, collaboration will take place when the objectives and advantages of collaboration are specific. With clear objectives, the collaboration will be focused and directed, enabling all procedures to be carried out as efficiently as possible (Ansell & Gash, 2008).

Based on the epistemological and sociological description of several definitions of collaborative governance theory for refining the research, it can be stated that the Implementation of Deradicalization Policy to Reduce Criminal Acts of Terrorism in Indonesia can be analyzed by the concept of collaborative governance.

### 3. METHODOLOGY

This research used qualitative approach was because it was in line with the aims of the research to describe and understand the phenomena, events, social activities, attitudes, beliefs, and perceptions of people. Qualitative research can be applied when research problems need to be explored deeper because previous theories or concepts are unable to capture the complexity of the problem under study. A qualitative research approach produces descriptive data in the form of words or writings and behaviors that can be observed from the subject and object of the study itself (Creswell, 2013).

Data in this research were collected through observation and documentation. Related documentation was gathered from many sources, such as internet media and library documents. Data were analyzed using 3 steps, which were data reduction, data display and data verification referring to the interactive model. Data reduction is to sort out the main data, data display is to present the data, and data verification is to conclude the main themes of the results (Miles & Huberman, 1994).

Validity and reliability used triangulation based on the observation and documentation analysis to obtain valid and reliable data coping credibility, transferability, auditability, and confirmability. Credibility was related to the truth aspect by means of triangulation to compare the results. Transferability shows the applicability of research to other studies that readers can understand the results of qualitative research. The report was made in a detailed, clear, and systematic manner. Auditability means that it can be tested by examining the entire research process, since designing case studies, determining data sources, collecting data, analyzing data, and making conclusions where all the process and results can be traced and presented. Confirmability relates to the objectivity that the research results are agreed and accepted (Creswell, 2009).

### 4. FINDINGS

Result analysis was conducted based on related documentation and news from the internet sources. Then data reduction, data display, and data verification were used to obtain theme as follows.

The first theme. In the deradicalization program formulated by the National Counterterrorism Agency, the design of deradicalization in Indonesia has four approaches, namely: Reeducation, Rehabilitation, Resocialization, and Reintegration (Febriyansah, Khodriah, & Wardana, 2017). First, Re-education is a preventive measure by providing insight to the public about radicalism, preventing the development of radicalism. For terrorism convicts, re-education is carried out by providing enlightenment regarding deviant doctrines that teach violence, allowing them to be aware that committing violence such as suicide bombings is not jihad, but it is an act of terrorism. Second, rehabilitation. Rehabilitation has two meanings, namely independence development and personality development. Independence development is training and fostering ex-convicts to prepare skills and expertise. The point is to provide them with skill required to find job after they leave the correctional institution. Meanwhile, personality development is an approach through dialogue with terrorist convicts, changing their mindset to have a comprehensive understanding, accepting those who are different from them. The rehabilitation process is carried out in collaboration with various parties, such as the police, Correctional Institutions, the Ministry of Religion, the Coordinating Ministry for People's Welfare, mass organizations, and so on. It is hoped that this program will provide them with the necessary skills to live their lives after being released from the penitentiary. Rehabilitation is one of the methods of implementing deradicalization for ex-terrorist convicts. The concept of rehabilitation is not only to recover the physical and psychological aspects of the former convicted terrorists, but must be able to strengthen aspects of their lives, such as family, to the surrounding community, enabling them to live a normal life as before they were exposed to the radicalism and would not easily return and join terrorist network groups and commit terrorism. In addition, the third and fourth strategies of the National Counterterrorism Agency also designed resocialization and reintegration programs, by guiding them to socialize and reintegrate into society. Moreover, deradicalization is also carried out through educational institutions involving universities, through a series of activities such as public lectures, workshops, and others, then students are invited to think critically and strengthen their nationalism to prevent them from easily accepting destructive doctrines.

Next, deradicalization is an important instrument for prevention, recovery and overcoming terrorism in Indonesia. However, the spectrum and standardization of who is categorized as radical is still being debated. For example, the radicalization process can be divided into two parts; individual radicalization and group radicalization. Individual radicalization is when a person becomes radical after being exposed to online sources and charismatic person with extreme views. This is what became known as a lone wolf that underwent a process of self-radicalization. They are not connected to the terrorist network, but are very vulnerable when recruited into the terrorist network. Group radicalization is a process by which terrorist groups seek and influence vulnerable individuals to be recruited into their networks. The radicalization of this group is more systematically structured and top-down recruiting. In addition, there are many varieties of radical categories, in both individual and group radicalization. There are many groups/individuals who justify violence as the only way out. This category of groups does not only commit violence, but ideologically legitimizes violence as a means of change, either violence against civil society or apparatus. This group is often referred to as radical terrorism or extremists. Other groups commit violence without justifying violence. That is why, deradicalism programs are not only given to perpetrators and former perpetrators, but also the family circle.

Moreover, in the terrorism prevention policy, there are two strategies used, counter-radicalization and deradicalization. The counter-radicalization program is directed at society in general in order to fortify and strengthen the community's deterrent power from the influence of radicalism. The activities carried out in this program are through dialogue, training, workshops and other activities to raise public awareness of the influence of radicalism and terrorism. Counter-radicalization activities must involve various parties, both government and non-government and society in general. Meanwhile, the deradicalization program is only aimed at those who are exposed to radicalism or in order to stop every stage in the radicalization process starting from the pre-radicalization selection process, identification, and indoctrination. This has been given a mandate by the government through the National Counterterrorism Agency to make efforts to cut access for individuals and groups to become radical. This can be done by means of communication forum activities as a strategic partner of the National Counterterrorism Agency in the regions that must carry out counter-narrative, counter-ideological, and counter-propaganda activities more intensively, especially in areas of vulnerable zones where acts of terrorism often occur. Regulations regarding criminal acts of terrorism cover 2 (two) aspects, namely prevention and eradication. In terms of prevention, terrorist activities cannot be carried out only through a legal approach, but rather cover all aspects of society. Acts of terror are usually motivated by feelings of being treated unfairly, oppression, and certain beliefs, so that prevention must be able to eliminate it by realizing justice and liberation from poverty which at an operational level can be carried out with an early warning system. Meanwhile, counter-terrorism regulations aim to eradicate, uncover, and deal with cases of criminal acts of terror and the perpetrators in the form of determining actions that are included in criminal acts of terror, handling procedures, from investigation to trial, as well as sanctions threatened against terrorist perpetrators.

The phenomenon of terrorism in Indonesia is very detrimental to the Indonesian nation as a whole. Acts of terrorism occurred have forced the government, in this case law enforcement officials, to make a policy to provide extra security, preventing these detrimental acts of terrorism from repetition in the future. Therefore, the rule of law should be upheld, especially in matters relating to acts of terrorism which have a very destructive impact on human survival. However, prosecution through coercion and the arrest of perpetrators of terrorism is not enough to eliminate the radical inherent in the perpetrators of terrorism. In fact, there are indications that, on the contrary, the terrorist convicts spread radical views within the penitentiary and greatly influenced other inmates. The phenomenon of the spread of radical understanding in Correctional Institutions (Lapas) is inseparable from the conditions of the Correctional Institutions themselves. One of the issues of prisons that has been highlighted is that prisons have a major role in the narrative of militant radical movements in the modern era. Prison is a vulnerable place for radicalization. Radicalization is the process in which convicts are recruited and involved in extreme groups in prison or the process in which convicts who are already involved in extreme groups become more radical and spread their radical understanding to other inmates. Terrorism is a man-made disaster. In general, terrorism takes the form of organized crime. In terms of criminal law, terrorism is a form of crime with an international dimension (transnational crime) that greatly harms society. The impact of the crime was massive and very horrific.

Aware of this situation, the UN in its congress in Vienna, Austria, in 2000 raised the theme "The Prevention of Crime and the Treatment of Offenders", mentioned terrorism as a development of acts of violence requiring attention. On the other hand, terrorism is an extraordinary crime, so it requires handling by utilizing extraordinary measures because: 1) Terrorism is an act that poses the greatest danger to human rights, namely the right to life and the right to be free from fear; 2) The target of terrorism is random or indiscriminate, which tends to victimize innocent people;

3) There is possibility of using weapons of mass destruction by utilizing advanced technology; 4) There is a tendency for negative synergies between national terrorist organizations and international terrorist organizations; 5) There is the possibility of cooperation between terrorist organizations and organized crime, both at the national and transnational level; and 6) It may Endanger international peace and security.

De-radicalization of terrorism is realized through programs of re-orientation of motivation, re-education, re-socialization, as well as seeking social welfare and equality with other communities for those who have been involved in terrorism and for sympathizers. The de-radicalization program must be able to release the ideologies within the terrorists, or stop the spread of that ideology, so that the implementation of de-radicalization needs to be carried out simultaneously with de-ideology. This de-ideology is the main key in the awareness and process of reorienting terrorist ideology to return to the true beliefs. The process of deradicalization is actually a reversal of the process of radicalization that starts with recruiting, self-identification, indoctrination, and a misguided understanding. So, the deradicalization process begins with the identification and classification of convicts and ex-convicts, focusing on integrated treatment, disengagement with a humanist approach, soul approach and ideology, multiculturalism and independence. The implementation of combating acts of terrorism is carried out in the form of resocialization, reintegration, while exemplifying that the government's steps are not discriminatory and the war against terrorism is an urgent need to protect Indonesian citizens. On the other hand, it takes the courage of the wider community to immediately make a report when they find indications or events that lead to acts of terrorism. From all the descriptions above, it seems that it is very urgent for the government to carry out the operationalization and implementation of all existing policies, concepts and recommendations in an integrated manner so that they are directly beneficial.

In general, the Indonesian government's policy on deradicalization refers to anti-terrorism regulations. Policies dealing with deradicalization are included in the anti-terrorism policy. Starting from the establishment of an institution for the prevention and eradication of terrorism, namely Presidential Instruction Number 4 of 2002 concerning Eradication of Terrorism, followed by the stipulation of the Decree of the Coordinating Minister for Political and Security Affairs Number Kep-26/11/2002 concerning the Establishment of a Coordinating Desk for the Eradication of Terrorism (hereinafter abbreviated as DKPT). Based on the Presidential Regulation Number 46 of 2010, amended by Presidential Regulation Number 12 of 2012, the government formed a terrorism prevention agency called the National Counterterrorism Agency (hereinafter abbreviated as BNPT). In 2011, this institution launched a thought rehabilitation program for terrorist perpetrators, called the Deradicalization Program. This institution was established as a national policy, strategy, and program formulation agency in the field of counter-terrorism. Currently, Law No. 5 of 2018 concerning Amendments to Law Number 15 of 2003 concerning the Stipulation of Government Regulations in Lieu of Law Number 1 of 2002 concerning the Eradication of Criminal Acts of Terrorism is adopted as Law. Where in Part Four concerning Deradicalization Article 43D paragraph 1, it is stated that deradicalization is a planned, integrated, systematic and continuous process carried out to eliminate or reduce and reverse the radical understanding of Terrorism that has occurred. This law is then explained in the Government Regulation of the Republic of Indonesia Number 77 of 2019 concerning the Prevention of Criminal Acts of Terrorism and Protection of Investigators, Public Prosecutors, Judges and Correctional Officers, in Article 29 point (1), it also mentions deradicalization. Indonesia and the UK signed a Memorandum of Understanding in April 2021. Both parties agreed to work together in the areas of information exchange, law enforcement, and national preparedness in countering terrorism. British Foreign Minister, Elizabeth Truss, supports counterterrorism cooperation between Indonesia and the UK. Indonesia and the UK work hand in hand to eradicate terrorism, together they must ensure that their countries do not serve as place for terrorists to hide in., but their countries must fight extremism and protect the vulnerable. Apart from the BNPT, representatives were also from the LPSK, the Ministry of Defense, BAIS, Densus



88, the Coordinating Ministry for Political, Legal and Security Affairs, and the Ministry of Foreign Affairs also attended the JWG. Meanwhile, from the UK, representatives were from the British Embassy, the British High Commission and the British Home Office.

The implementation is that the state needs to provide all families and communities with skill to be able to carry out early detection of radical terrorism ideology. The existence of technology and internet networks facilitate propaganda to anyone regardless boundaries and distances. In addition, terrorist groups use ideological propaganda, so when the indoctrination is successful, it will be very difficult to change the ideology. Transnational groups mobilize the masses with ideological indoctrination. Even though they move alone, people can be exposed because they feel that there is a common ideology. Even if they don't move in the same direction as the organization, there are a lot of people who are easily exposed and engaged due to the ideology. They can be called victims of propaganda and used by large groups. Presidential Regulation 7/2021 concerning the National Action Plan for the Prevention and Control of Violent-Based Extremism Leads to Terrorism Actions for 2020-2024. In the Perpres (Presidential Regulation), people are welcome to report to the police if they suspect an individual or extremist group as a form of early detection, preventing intolerant groups from growing. Because if extremism is allowed to exist, it has the potential to create intolerance and radical attitudes. Presidential Regulation Number 7 of 2021 is actually implemented to ensure its effectiveness. The forms and examples of collaboration that have been carried out are the National Counterterrorism Agency in collaboration with all parties, both domestic and international, in counter-terrorism efforts. Counter-terrorism cooperation involves international parties, one of which is the UK through the Joint Working Group. The Head of the BNPT and the British Foreign Minister also officially opened JWG activities. JWG strengthens bilateral cooperation between Indonesia and the UK. This shows the importance of collaboration between various parties in countering terrorism and violent extremism. No single country can eradicate terrorism alone because they need international cooperation.

Recognizing the various acts of terrorism occurred and the impacts they have caused, Indonesia has made efforts to prevent and overcome these crimes. This is done, among others, by issuing laws that regulate the eradication of criminal acts of terrorism and ratifying various international agreements related to efforts to eradicate criminal acts of terrorism. Terrorism is an extraordinary crime and is also categorized as a crime against humanity, so it cannot be eradicated using ordinary methods, such as dealing with ordinary crimes. Related to the prevention and eradication of criminal acts of terrorism, Indonesia has issued Law Number 15 of 2003 concerning Eradication of Criminal Acts of Terrorism. Under the law, it can be said that Indonesia has been quite successful in eradicating criminal acts of terrorism. Policies to combat terrorism must always be based on several principles, first, protecting civil liberties and respecting and protecting individual rights. Such restrictions on democratic rights can only be made on rights that are not included in the nonderogable rights, for a temporary period and for the public interest. Second, limitation and prevention of abuse of power by the state. This can be done by fully implementing the principle of checks and balances in the process of formulating and making decisions, specializing the functions of policy implementing institutions and the availability of public accountability mechanisms for policy implementers. The second strategy is counter-radicalization. This strategy is carried out against people who have the potential to be influenced by radical views By providing a guidance from religious leaders who are determined by religious leaders with an Islamic religious orientation. In fact, this policy program has not run smoothly. In 2018, this policy was legalized through Law No. 5 of 2018 Amendment to Law Number 15 of 2003 concerning the Stipulation of Government Regulation in Lieu of Law Number 1 of 2002 concerning Eradication of Criminal Acts of Terrorism to Become Law. So far, the guidelines for preventing terrorism have only used formal laws whose element of obedience is coercion from above, not awareness from the community. The result is the domination of government actors in the policy of deradicalization of religion in Indonesia. This relationship pattern does not have a positive impact on the effectiveness of deradicalization policy implementation. Much research has been conducted on governance as well as on collaborative governance and its relation to deradicalization policy focus.

## **DISCUSSION AND CONCLUSION**

Deradicalization is urgently needed in realizing the reduction of criminal acts of terrorism. Because terrorists are not people with mental problems, such as psychopaths, but normal humans, so it is better to guide them using a

reasonable humanitarian approach. Some of these approaches are the soul approach, as a method of deradicalization with the aim to reorient thoughts through elements of Islamic culture, without coercion and violence. The reorientation process is a conversion or reversing radical thinking to become non-radical by emphasizing the improvement of moral values. A very vital orientation for reorientation is the interpretation of religion, which is Muslims, as the majority of them. Islam has turned bad because there are people who give legitimacy to acts of terrorism by using religious substances. Deradicalization has become an important topic recently as a form of a new approach to prevent and overcome the threats and dangers of terrorism in Indonesia. The word radicalization is often used to describe the process by which individuals transform their view of the world from the conditions of a society that tends to be normal to a society that tends to be extreme. In some cases, these individuals will then involve themselves in the next stage of committing acts of violence. Radicalization is not only motivated by an ideological basis, but is also influenced by other factors.

According to Horgan, terrorists who have disengaged from their group do not always become deradicalized or regret their actions. Many times, despite their physical disengagement, their ideology has not changed or diminished. (Horgan, 2009). Meanwhile, the notion of deradicalization according to Golose, is all efforts to neutralize radical notions through an interdisciplinary approach, such as law, psychology, religion, economy and socio-culture for those who are influenced or exposed to radical and/or pro-violence views. In this case they include prisoners, ex-convicts, radical militant individuals who have been involved, their families, sympathizers, and the general public (Golose & Humanis, 2009).

In general, the approach framework in fighting terrorism in Indonesia is not only a hard approach, but also a soft approach. The hard approach in general contains an offensive framework that includes force or military deployment, a legal approach, and various policies and laws, as well as a defensive one, which contains all intelligence efforts, infrastructure protection, border security, and others. It is not enough to go through a hard/repressive approach alone, as a support, a soft approach is needed that directly touches the social, political, communication and ideological dimensions. In general, the approach includes strategies for dealing with radicalization and extremism by involving and participating in society, deradicalization, rehabilitation, social reintegration, and the role of civil society. The soft approach is an effort to prevent terrorism. This kind of prevention has started to be carried out by the government, which is called deradicalization action. Deradicalization is simply interpreted as a process or effort to eliminate the ideology of radicalism. Meanwhile, in a broader sense, deradicalization is all efforts to neutralize radical notions through an interdisciplinary approach, such as law, psychology, religion and socio-culture for those who are influenced by radical and/or pro-violence views. Deradicalization is a follow-up effort after identifying the roots of radicalism. However, deradicalization can also be intended as an anticipatory measure before radicalism is formed. Deradicalization is an effort to reduce radical activities and neutralize radical understanding for those involved in terrorists and their sympathizers as well as members of the public who have been exposed to certain radical ideas. The general objective of deradicalization is to make terrorists or violent groups willing to renounce or disengage from terrorist acts and activities. In particular, the aim of deradicalization is first, to persuade terrorists to leave acts of terrorism and violence. Both radical groups support moderate and tolerant thinking. Third, radicals and terrorists can support national programs in building the life of the nation and state.

The international community's commitment to preventing and eradicating terrorism has been realized and various international conventions have confirmed that terrorism is an international crime that threatens the peace and harmony of mankind, resulting in all members of the United Nations (UN) including Indonesia being obliged to support and implement the resolutions of the Security Council.. The United Nations condemns and calls on all members of the United Nations to prevent and eradicate terrorism through the establishment of their country's national laws. The Government of the Republic of Indonesia has responded to efforts and tips to anticipate and overcome acts of terrorism by simultaneously issuing two laws, Law no. 15 of 2003 concerning the Eradication of Criminal Acts of Terrorism and Law of the Republic of Indonesia no. 16 of 2003 concerning the Eradication of Terrorism. This policy on deradicalization is then operationalized in strategies such as national insights, fostering religious insights even though these two insights are important points for instruments in preventing criminal acts of terrorism. Religious insight through the stages of standardizing religious orientation can be implemented in educational institutions. The deradicalization policy is a change in the current pattern of handling terrorism.

Basically, deradicalization is a process of convincing radical groups to abandon the use of violence in their actions. Deradicalization can be related to the process of creating an environment that prevents the growth of radical movements by responding to the root that encourage the growth of radical movements. With the complexity of the problem of eradicating the theory mentioned above, collaboration is needed in implementing the deradicalization program. A close collaboration between the government and society is needed to prevent terrorism. To ensure this collaboration works, the government needs to strengthen community capacity and establish continuous communication. Collaboration between state actors and non-state actors is very important for the prevention of terrorism. The key to prevent intolerant groups is in the community, especially the family. Early detection of radicalism and terrorism is carried out first at the family level.

This deradicalization program is not only based on the law mentioned above, but also involves special institutions established to support this program. In this case, it is run by the National Counterterrorism Agency. Deradicalization program should be a method to overcome the problem of terrorism by replacing radical thinking with moderate thinking because the goal of crime prevention is considered less effective. The substance of the deradicalization policy still has problems, so additions are needed in terms of substance, in this regard, what is needed is an instrument. The instrument is a religiosity instrument. Acts of terrorism are wrapped in religion, requiring preventive religious instruments. In one side, religious instruments are preventive acts of terrorism and the other side, religious instruments provide true religious insight. Through analysis of policy implementation activities that are influenced by content of policy and context of implementation, it can be found that policy implementation in making a policy is in accordance with what is expected, it can also be seen that policies are influenced by an environment. Thus, the occurrence of the level of change illustrates the success of policy implementation in deradicalization to prevent cases of radicalism and criminal acts of terrorism in Indonesia.

The need to establish deradicalization collaboration in Indonesia is supported by findings in research, namely (1) the benefits of collaboration have not been optimally understood so that the concept of collaboration has not been an option, and (2) several attempts made to approach collaboration initiatives showed a breakdown in collaboration variables resulting in collaboration pathology. Deradicalization collaboration is carried out incrementally, namely efforts to develop existing collaborations based on findings. The success of collaboration in a policy is not only influenced by factors of good initial conditions, institutional design, and facilitation of leadership. However, there are two other important factors in the context of maximizing the achievement of collaboration outputs, namely actor preference and policy content substance factors the success of which can be measured operationally. This deradicalization collaboration can be implemented directly by the government through the arrangement of the institutional design and program substance in the current deradicalization of religion policy. Program ideas can be initiated by the government by making factors and variables as the basis. The institutional design is an effort to improve the shape, relationship patterns, and authority currently held.

Although this is not a guarantee, efforts towards improving deradicalization collaboration are possible. Based on the analysis and discussion of the research result above, it can be concluded that the Implementation of Deradicalization Policy to Reduce Criminal Acts of Terrorism in Indonesia and its implication requires interaction and collaboration. Based on the results of this research, it is expected to find the success of policy implementation. There are several variables that can affect the implementation of policies both individual, group and institutional. The implementation of a policy needs to involve policy makers' efforts to influence the behavior of bureaucrats as executors so that they are willing to provide services and regulate the behavior of the target group. Because in various political systems, public policies are implemented by government agencies. This result provides inputs for making better regulation and policy for state agencies as public officials and practitioners in managing Implementation of Deradicalization Policy.

By looking at these facts and dynamics, it is necessary to review the implementation of deradicalization policy, which are useful for obtaining objective assessments as a consideration of assessing the success of the policy. This requires a staged approach to policy implementation referring to collaboration between administration and politics. This approach looks extensive and comprehensive, which is not limited to calculating the factors that exist in the policy that can affect the implementation and the dynamics of the relationship with the recipient of the

implementation as done by several previous researchers, but also considering the context of implementation that is traced through the implementation of the policy, as well as the required implementation resource conditions. Based on the description of the existing conditions described above, the implementation of the deradicalization policy as a policy object has proven to be not optimal in efforts to resolve two main issues namely violence and the movement to change state ideology. At the same time, the relationship in an unequal pattern is proven to deny the potential of other subsystems in terms of their contribution to the success of policy implementation. Therefore, a more comprehensive collaboration model is needed so that other stakeholders' positions and roles are better considered in their contributions to deradicalization policies in Indonesia.

The results of this research are expected to be able to solve the problems of deradicalization and anti-terrorism policies in Indonesia. by making fundamental changes in accordance with the interpretation of the adopted ideology or existing social reality. Deradicalization is a core policy to be implemented. In order to materialize, deradicalism policies continue to be re-analyzed, so the substance can improve skills in policy.

## DATA AVAILABILITY STATEMENT

All relevant data are available in the article and the annexes.

## ORCID

sipayung <https://orcid.org/0000-0000-0000-0000>

## REFERENCES

- [1] Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- [2] Amborst, A. (2014). Radicalisation and de-radicalisation of social movements: The comeback of political Islam? *Crime, Law and Social Change*, 62, 235–255.
- [3] Assery, S., Tjahjono, H. K., Sobirin, A., & Hartono, A. (2017). Managing conflict in the supply chain (case study: Telecommunication company in Indonesia). *Journal of Engineering and Applied Sciences*, 12(21), 5433–5436. <https://doi.org/10.3923/jeasci.2017.5433.5436>
- [4] Barney, G. O., Blewett, J., & Barney, K. R. (1993). *Global 2000 revisited: what shall we do? a report on the critical issues of the 21st century prepared for the 1993 Parliament of World's Religions*. Millenium Institute.
- [5] Connick, S., & Innes, J. E. (2003). Outcomes of collaborative water policy making: Applying complexity thinking to evaluation. *Journal of Environmental Planning and Management*, 46(2), 177–197.
- [6] Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (3rd ed.). California, Thousand Oaks: Sage Publication.
- [7] Creswell, J. W. (2013). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (3rd ed.). California, Thousand Oaks: Sage Publication.
- [8] de Carvalho, C., Pinto, I. R., Azevedo, L. F., Guerreiro, A., Ramos, J. P., Barbosa, M. R., & Pinto, M. (2019). Psychosocial processes and intervention strategies behind islamist deradicalisation: A scoping review. *Campbell Systematic Reviews*, 15(3).
- [9] Dhanapal, S., Salman, N. W., Sabaruddin, J. S., & Nazeri, N. M. (2020). Criminalising terrorism: An overview of Malaysia's anti-terrorism laws. *International Journal of Criminal Justice Sciences*, 15(1), 70–90.
- [10] Dunn, W. (2012). *Public Policy Analysis* (Fifth). Upper Sadle: Pearson Education Inc.
- [11] Ehiane, S. O. (2019). De-radicalisation and Disengagement of the Extremist Group in Africa: The Nigerian Experience. *Journal of African Foreign Affairs*, 6(2).
- [12] Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. <https://doi.org/10.1093/jopart/mur011>
- [13] Febriyansah, M. N., Khodriah, L., & Wardana, R. K. (2017). Upaya Deradikalisasi Narapidana Terorisme di Lembaga Pemasyarakatan (Lapas) Kedung Pane Semarang. *Law Research Review Quarterly*, 3(2), 91–108.
- [14] Feriyanto, N., Assery, S., Saleh, C., & Suryaningsum, S. (2017). A little aspect of misbehavior in organization (Case study in Indonesia). *Journal of Engineering and Applied Sciences*, 12(15), 3870–3872. <https://doi.org/10.3923/jeasci.2017.3870.3872>
- [15] Fernández-Giménez, M. E., Augustine, D. J., Porensky, L. M., Wilmer, H., Derner, J. D., Briske, D. D., & Stewart, M. O. (2019). Complexity fosters learning in collaborative adaptive management. *Ecology and Society*, 24(2). <https://doi.org/10.5751/ES-10963-240229>
- [16] Frederickson, H. G. (1976). The lineage of new public administration. *Administration & Society*. <https://doi.org/10.1177/009539977600800202>
- [17] Golose, P. R., & Humanis, D. T. (2009). *Soul Approach dan Menyentuh Akar Rumpuk*. Jakarta: YPKIK.
- [18] Hendriarti, S. F., Othman, N. A., Arif, S. B., Assery, S., & Jamal, F. N. (2022). Talent Management Analysis of Indonesian Civil Advocates.

Journal of Positive School Psychology, 6(2), 1106–1116.

- [19] Hermanto, A. B., & Riyadi, B. S. (2020). Constitutional law on the discretionary of prosecutor's power against abuse of power implications of corruption culture in the prosecutor's office Republic of Indonesia. *International Journal of Criminology and Sociology*, 9(16), 763–772. <https://doi.org/10.6000/1929-4409.2020.09.71>
- [20] Hood, C. (1991). All Seasons? the Rise of New Public Management (Npm). *Public Administration*.
- [21] Horgan, J. (2009). Deradicalization or disengagement? A process in need of clarity and a counterterrorism initiative in need of evaluation. *Revista de Psicología Social*, 24(2), 291–298.
- [22] Ikeanyibe, O. M., Eze Ori, O., & Okoye, A. E. (2017). Governance paradigm in public administration and the dilemma of national question in Nigeria. *Cogent Social Sciences*, 3(1), 1–16. <https://doi.org/10.1080/23311886.2017.1316916>
- [23] Ilyas, M. (2021). Decolonising the terrorism industry: Indonesia. *Social Sciences*, 10(2), 53.
- [24] Kapucu, N., Yuldashev, F., & Bakiev, E. (2009). European Journal of Economic and Political Studies Collaborative Public Management and Collaborative Governance: Conceptual Similarities and Differences. *European Journal of Economic and Political Studies*, 2(1), 39–60.
- [25] Kranendonk, M., Vermeulen, F., & Van Heelsum, A. (2018). "Unpacking" the identity-to-politics link: The effects of social identification on voting among Muslim immigrants in Western Europe. *Political Psychology*, 39(1), 43–67.
- [26] LaFree, G., & Dugan, L. (2007). Introducing the global terrorism database. *Terrorism and Political Violence*, 19(2), 181–204.
- [27] Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis*. California, Thousand Oaks: Sage Publication.
- [28] Parmar, B. L., Freeman, R. E., Harrison, J. S., Wicks, A. C., Purnell, L., & De Colle, S. (2010). Stakeholder theory: The state of the art. *Academy of Management Annals*, 4(1), 403–445.
- [29] Priyambodo, J. B., Wijaya, A. F., Wike, Sujarwoto, & Riyadi, B. S. (2023a). Implementation of Performance Accountability System for Government Institution: A Case Study in Indonesia. *International Journal of Membrane Science and Technology*, 10(2 SE-), 522–531. <https://doi.org/10.15379/ijmst.v10i2.1288>
- [30] Priyambodo, J. B., Wijaya, A. F., Wike, Sujarwoto, & Riyadi, B. S. (2023b). The Analysis of Performance Accountability System for Government Agency: A Punishment Theory Perspective. *International Journal of Membrane Science and Technology*, 10(2 SE-), 532–541. <https://doi.org/10.15379/ijmst.v10i2.1289>
- [31] Purbiyantari, W., Zauhar, S., Suryadi, Hermawan, R., & Riyadi, B. S. (2023a). Leadership and Service in the Police Context\_A Qualitative Study. *International Journal of Membrane Science and Technology*, 10(2 SE-), 846–856. <https://doi.org/10.15379/ijmst.v10i2.1390>
- [32] Purbiyantari, W., Zauhar, S., Suryadi, Hermawan, R., & Riyadi, B. S. (2023b). Transformational Leadership, Technology Adoption, and Public Service towards Job Competency. *International Journal of Membrane Science and Technology*, 10(2 SE-), 835–845. <https://doi.org/10.15379/ijmst.v10i2.1389>
- [33] Ramadhani, N. K., Hikam, M., & Munabari, F. (2021). The Joint Efforts of Indonesian and Australian Governments in Countering Terrorism: Intelligence Cooperation. *Deviance Jurnal Kriminologi*, 5(1), 1–19.
- [34] Reinhard, P. (2009). *Deradicalization of Terrorism*. Police Science Research Development Foundation.
- [35] Riyadi, B. S. (2017). Law of agrarian conflict and resolution effort: A claim dispute of Eigendom verponding Land. *International Journal of Law*, 3(80), 88. Retrieved from [www.lawjournals.org](http://www.lawjournals.org)
- [36] Riyadi, B. S. (2020a). Culture of abuse of power due to conflict of interest to corruption for too long on the management form resources of oil and gas in Indonesia. *International Journal of Criminology and Sociology*, 9(61), 247–254. <https://doi.org/10.6000/1929-4409.2020.09.23>
- [37] Riyadi, B. S. (2020b). Culture of abuse of power in indonesia from the perspective of criminology and law. *International Journal of Criminology and Sociology*, 9(2008), 274–284. <https://doi.org/10.6000/1929-4409.2020.09.26>
- [38] Riyadi, B. S., Atmoredjo, S., & Sukisno, D. (2020). Underground space : The concept of property right based on theory of property rights perspective. *International Journal of Law*, 6(2), 26–34.
- [39] Riyadi, B. S., Wibowo, B. R., & Susanti, V. (2020). Culture of corruption politicians' behavior in parliament and state official during reform government Indonesia. *International Journal of Criminology and Sociology*, 9, 52–62. <https://doi.org/10.6000/1929-4409.2020.09.06>
- [40] Saleh, C., Assery, S., & Dzakiyullah, N. R. (2018). Supply chain: Partnership, capability and performance (A case study on service companies at Yogyakarta Indonesia). *Journal of Engineering and Applied Sciences*, 13(6), 5391–5394. <https://doi.org/10.3923/jeasci.2018.5391.5394>
- [41] Saleh, C., Assery, S., Sabihaini, & Suryaningsum, S. (2017). Supply chain management in service companies (Case study in Indonesia). *Journal of Engineering and Applied Sciences*, 12(15), 3858–3860. <https://doi.org/10.3923/jeasci.2017.3858.3860>
- [42] Sinulingga, M., Pantja Djati, SuyonoThamrin, Harlina Juni Risma Saragi, Bambang Slamet Riyadi, & Tri Ubayanto. (2023). Antecedents and Consequences of Smart Management Information System for Supervision to Improve Organizational Performance. *International Journal of Membrane Science and Technology*, 10(2 SE-), 816–824. <https://doi.org/10.15379/ijmst.v10i2.1262>
- [43] Smith, S. L. (1998). Collaborative approaches to Pacific Northwest fisheries management: The salmon experience. *Willamette J. Int'l L. & Dis. Res.*, 6, 29.
- [44] Sumarwoto, S., Mahmutarrom, M., & Ifrani, I. (2020). Deradicalisation to combat terrorism: Indonesia and Thailand cases. *Sriwijaya Law Review*, 4(2), 249–260.
- [45] Susilo, H., Astuti, E. S., Arifin, Z., Mawardi, M. K., & Riyadi, B. S. (2023). The Antecedents of Innovative Work Behavior in Village Owned Enterprises at East Java Indonesia. *International Journal of Membrane Science and Technology*, 10(2 SE-), 879–891. <https://doi.org/10.15379/ijmst.v10i2.1318>

- [46] Syahrudin, Wijaya, A. F., Suryono, A., & Riyadi, B. S. (2023). A Qualitative Study : Critical Success Factors of Public Private Partnerships in Indonesia. *International Journal of Membrane Science and Technology*, 10(2 SE-), 511–521. <https://doi.org/10.15379/ijmst.v10i2.1263>
- [47] Tjahjono, B., Suryono, A., Riyanto, R., Amin, F., & Riyadi, B. S. (2023). The Dynamics and Governance of Civil-Military Collaboration on Disaster Management in Indonesia. *International Journal of Membrane Science and Technology*, 10(2 SE-), 825–834. <https://doi.org/10.15379/ijmst.v10i2.1363>
- [48] Toruan, T. S. L., Gusti, D. P., & Riyadi, B. S. (2023). Human Resource Management of the Army Program in Indonesia. *International Journal of Membrane Science and Technology*, 10(2 SE-), 808–815. <https://doi.org/10.15379/ijmst.v10i2.1261>
- [49] Zaidan, M. A. (2017). Pemberantasan Tindak Pidana Terorisme (Pendekatan Kebijakan Kriminal). *Law Research Review Quarterly*, 3(2), 149–180
- [50] Waheed, M., & Jam, F. A. (2010). Teacher's intention to accept online education: Extended TAM model. *Interdisciplinary Journal of Contemporary Research in Business*, 2(5), 330-344.
- [51] Ziauddin, I., Khan, M., Jam, F., & Hijazi, S. (2010). The impacts of employees' job stress on organizational commitment. *European Journal of Social Sciences*, 13(4), 617-622.
- [52] Jam, F. A., Sheikh, R. A., Iqbal, H., Zaidi, B. H., Anis, Y., & Muzaffar, M. (2011). Combined effects of perception of politics and political skill on employee job outcomes. *African Journal of Business Management*, 5(23), 9896-9904.

DOI: <https://doi.org/10.15379/ijmst.v10i3.1574>

This is an open access article licensed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/3.0/>), which permits unrestricted, non-commercial use, distribution and reproduction in any medium, provided the work is properly cited.