

Public Excellent Service at Bapas Class II a Bojonegoro in Carrying out the Social Reintegration function

^a Bima Aditya; ^b Septi Wulandari; ^c Heny Suhindarno

^{a b c} Public Administration, Faculty of Social and Political Science, Universitas Bojonegoro, Bojonegoro Regency, East Jawa, Indonesia

ABSTRAK

Penelitian ini dilatar belakangi oleh tingginya kriminalitas yang berdampak pada banyaknya jumlah narapidana dan mantan narapidana di Bojonegoro yang menyebabkan penjara di lapas melebihi daya tampung. Bapas Kelas II A Bojonegoro menerapkan (Pelayanan Prima) guna tercapainya fungsi reintegrasi sosial guna melakukan pembimbingan agar para mantan narapidana tidak berpotensi menjadi residivis yang akan menambah jumlah angka kriminalitas. Penelitian ini bertujuan untuk menganalisis pelayanan pembimbingan mental yang diberikan Bapas dalam menjalankan fungsi reintegrasi sosial guna menekan angka kejahatan. Penelitian ini menggunakan metode kuantitatif. Hasil penelitian menunjukkan bahwa sebagian besar atribut pelayanan sudah berjalan cukup baik, dengan banyaknya atribut kinerja petugas yang masuk pada kategori baik (kuadran 2). Penulis berpendapat bahwa layanan di Bapas Bojonegoro memiliki potensi untuk menjadi acuan layanan pembinaan narapidana di lembaga pemasyarakatan, dengan catatan penting bahwa pengembangan pelatihan staf dan digitalisasi layanan harus diprioritaskan guna menciptakan pengelolaan yang baik untuk pengawasan para mantan narapidana guna perbaikan dan pembimbingan mental bejalan dengan baik untuk mencapai fungsi reintegrasi sosial.

ABSTRACT

This research is motivated by the high crime rate which has an impact on the large number of prisoners and former prisoners in Bojonegoro which causes prisons in the prison to exceed capacity. Bapas Kelas II A Bojonegoro applies (Prima Service) to achieve the function of social reintegration in order to provide guidance so that former prisoners do not have the potential to become recidivists which will increase the number of crime rates. This study aims to analyze the mental guidance services provided by Bapas in carrying out the function of social reintegration to reduce the crime rate. This study uses quantitative methods. The results showed that most service attributes have been running quite well, with many officer performance attributes in the good category (quadrant 2). The author argues that services at Bapas Bojonegoro have the potential to become a reference for inmate development services in correctional institutions, with an important note that the development of staff training and digitization of services must be prioritized to create good management for the supervision of former prisoners to improve and mentor mental well to achieve the function of social reintegration.

INTRODUCTION

The crime rate in the world is still relatively high; recorded in 2023, the number of prisoners worldwide reached around 11 million people. While the number of prisoners in 2024 was recorded at around 11.5 million people (Roy, 2024). The figure includes inmates held in prisons in various countries, showing an increase in the global prison population, with spikes occurring in some parts of the world (Care et al., 2024).

Indonesia was recorded as a country with 275,518 prisoners as of April 27, 2023, with the

ARTICLE HISTORY

Submitted: 27 11 2024
Revised: 31 12 2025
Accepted: 06 01 2025
Published: 06 02 2025

KATA KUNCI

Public Excellent Service; Bapas; Reintegrasi Sosial; Kualitas Pelayanan

KEYWORDS

Public Excellent Service; Corrections Bureau; Social Reintegration; Quality of Service

number of prisoners Indonesia became the country with the seventh most significant number of prisoners in the world. (Pratiwi, 2023) As of October 18, 2024, the number of prisoners in Indonesia was recorded at 273,347, a decrease of about 0.8% from 275,518 to 273,347. (Ditjenpas, 2024).

East Java province recorded 27,123 prisoners as of October 18, 2024 (Ditjenpas, 2024). This figure is a significant contributor to the distribution of prisoners throughout the province. In Bojonegoro, there are 454 prisoners, almost twice the capacity of the prison, which is only 250 (Jauhari, 2024). This results in overload that can trigger problems such as health, order, security, and so on. (Forero-cuéllar, 2023; Francis, 2024).

Bapas Class II A Bojonegoro is one of the institutions in Bojonegoro that provides guidance and supervision to correctional clients. Bapas also provides correctional services to achieve the function of social reintegration, but in carrying out services, there are problems of limited human resources. The number of community supervisors is not comparable to the number of correctional clients, and the number of tapas employees is recorded at 21 people. (Bapas, 2023) This can affect the quality of guidance and supervision services for clients in the social reintegration process. Based on data from Bapas Bojonegoro, Bapas Bojonegoro handles around 78 juvenile cases: 44 in Bojonegoro, 25 in Lamongan, and 9 in Tuban. (Ramadhana, 2024). This phenomenon is a concern for Bapas. To overcome this, Bapas' strategy is to implement social reintegration or mental development of ex-convicts; this is done to reduce the crime rate and efforts to improve the mentality of ex-convicts so that they do not become recidivists and eliminate the mentality of crime.

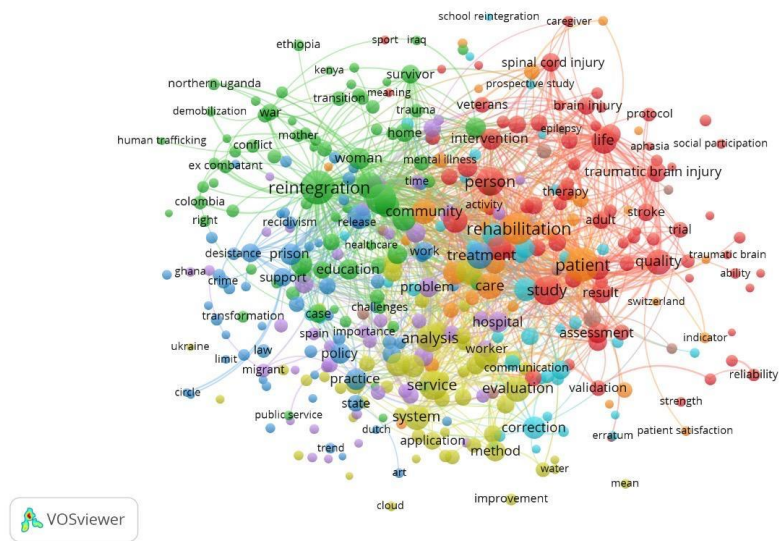
The high crime rate and limited prison capacity require a strategic approach that not only focuses on supervision, but also on improving the mental development services of correctional clients (former prisoners). Prisoners who have been released from prison will still get supervision from Bapas, Bapas will record former prisoners and they will undergo a period of guidance once a month at Bapas, with a period according to the period of detention of former prisoners so that they do not repeat the same crime when they are released (recidivists) or other crimes. If not handled properly through good mental development service management, the mentality of crime will continue to exist in them. The implementation of excellent public service in Bapas has a central role in supporting social reintegration by providing mental development services that are responsive, empathetic, and responsive to correctional clients (former prisoners). This is important to create better adaptation between ex-offenders and society, thereby reducing the risk of recidivism, which results in relentlessly high crime rates. Thus, the implementation of service excellence has long-term implications for strengthening the functions of Bapas and Lapas due to the overpopulation of prisoners. (Ningsih & Misrah, 2023; Sari, 2021; Yunita et al., 2023).

The high crime rate in Bojonegoro indicates the need for a strategic approach to correctional services. Although Bapas Kelas II A Bojonegoro has implemented the concept of service excellence, the effectiveness of service excellence in mentoring ex-offenders has not been fully measured. The lack of empirical evaluation of service attributes raises important questions about the extent to which these services can improve the mentality of ex-offenders.

Based on the background description above, the researcher is interested in conducting this study to answer research questions in the form of how the application of public excellent service at Bapas Class II A Bojonegoro in carrying out the function of social reintegration, primarily based on the concept of public excellent service, and identifying service attributes that need to be maintained or improved to support the social reintegration function.

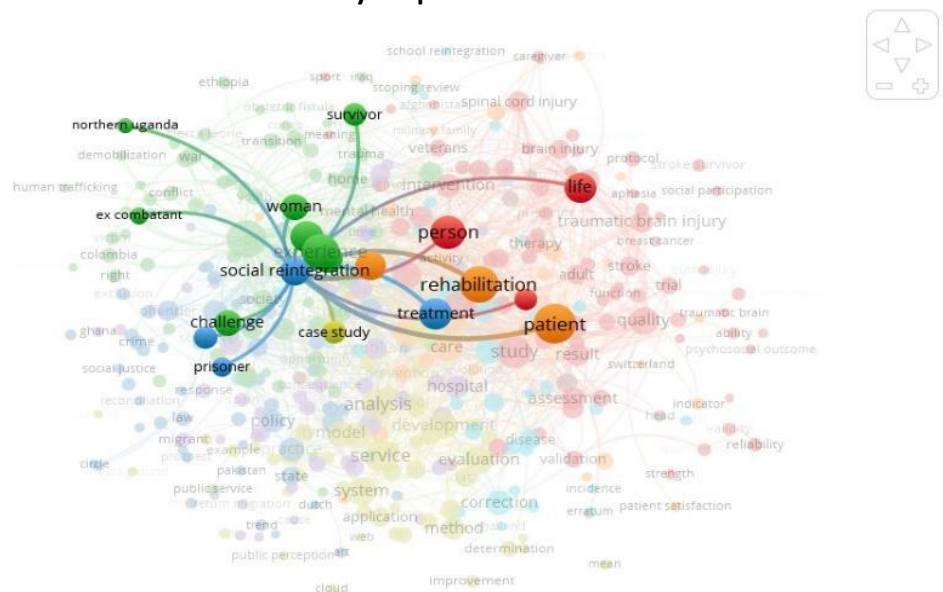
The researcher analyzed the results using the Vos viewer software to find novelty.

Figure 1.
Network Visualization



Source: VosViewer (2024)

Figure 2.
Network keyword strength “Social reintegration, Public service excellence, Bureau of Corrections” by Scopus Database.



Source: VosViewer (2024)

Based on the analysis results, Figure 1 shows the overall network of the keywords social reintegration, public service excellence, and penitentiary. Figure 2 shows that the network for the keyword 'social reintegration ' does not show any connection with the network for the keywords 'public service excellence ' and 'correctional bureau'. It also does not show whether or not there are nodes (circles) displaying these two keywords. This can show the novelty that researchers will examine in this study, because the keywords used by researchers have never

been used and connected in previous studies. (Arruda et al., 2022; Oyewola & Dada, 2022; Selçuk, 2024).

Literature Review

In the discipline of public administration, from a theoretical point of view, according to (Parasuraman et al., 1990) There are five indicators to assess service quality based on the five main dimensions of service quality as a guide in creating good service quality (public excellent service): Reliability, Assurance, Tangible, Empathy, and Responsiveness. The researcher uses this theory as the theoretical basis for this research, because the researcher has a match between the theory used and the theme and subject of the research.

Some previous research by (Kadek, 2024) One of the essential factors in the sustainability of the mentoring process is good and structured management; this can improve IT-based services and management. The goal is to support the optimization of guidance to achieve the function of social reintegration. In addition, research conducted by (Ma'aruf & Zulharman, 2021) This research is only limited to discussing the meaning of reintegration and how effective the social reintegration program is. This study explains that social reintegration includes a holistic approach that considers physical, mental, social, and emotional aspects. Social reintegration must prepare prisoners to be accepted back into society after release. Also, research conducted by (Riyadi, 2023), examines the social reintegration of tapas from a religious perspective, focusing on correctional clients' physical and spiritual health. Therefore, this research only examines the strengthening of religious values and spirituality to help clients increase devotion to God Almighty.

Based on the concept of public excellent service, good service quality is one part of bureaucratic reform to answer the community's demands that want total change in all areas of state administration. (Marbun et al., 2024; Masitho et al., 2024). In an organization, the determinant of the good and bad of the organization lies in the services provided by employees. (Maryuni, 2024; Mashur et al., 2024). Where there are administrative efficiency/effectiveness values, which, when appropriately implemented, practically, and theoretically, will undoubtedly create a beautiful organization with good service quality. (Muksin, 2021) Therefore, it is necessary to manage the service system in accordance with an organization's service quality standards to create continuity between thought and action and bring the organization to its peak glory. (Ramadhan & Pribadi, 2024) Conversely, if the management of the service system is done carelessly and not in accordance with practical and theoretical principles, it will only bring the organization to the verge of destruction. (Suzuki & Demircioglu, 2020).

Criminality is an act committed individually or in groups. It violates the law and can also disturb society's security and comfort. (Jasni et al., 2025). However, the perpetrators of criminality are also human beings, which means they are entitled to excellent service (Public Excellent Service). Therefore, the Correctional Center (Bapas) is an institution in charge of providing guidance and guidance to prisoners in order to achieve one of the functions of Bapas, namely social reintegration, efforts to improve the mentality of prisoners so that they can adapt to the community environment and not repeat the same crime (recidivist) or other crimes. (Jasni et al., 2022)

Social Reintegration is a process related to the social relationship between the community and lawbreakers. It involves community supervisors tasked with supervising and guiding clients so that they do not commit criminal acts again and can adapt to the community

environment. Social reintegration is also the process of restoring the lives, livelihoods, and lives of prisoners. (Miranda et al., 2024; Sari, 2021).

Researchers have explored the fact that public excellent service is an interesting topic to research. After researchers analyzed the novelty of the research using the Vos viewer software, this research is new in the realm of service as an effort to carry out the function of social reintegration, helping prisoners who have been released to adapt back to life in society and prevent them from re-committing the same criminal acts (recidivists) or other criminal acts.

RESEARCH METHODS

The type of research method used by researchers in this research is a quantitative method, which is a research method based on the philosophy of positivism, which researchers use to examine specific populations and samples. Quantitative research was chosen because it allows researchers to measure service performance objectively using numerical data, and analyze data statistically to obtain an objective and comprehensive picture of the quality of excellent service in carrying out social reintegration functions. (Ethods & Arwell, 2011; Sugiyono, 2019).

The research location is at the Bojonegoro Class II A Correctional Center Jl. Basuki Rahmat No.50-44, Bojonegoro Regency, the researcher chose this location because there is data on the official Instagram page of *bapasbojonegoro* which displays the results of the Organizational Internal Integration Survey with the results of 98.17 (A), the Survey of Perceptions of Anti-Corruption (SPAK) with the results of 94.97 (A), and the Survey of Perceptions of Service Quality (SPKP) with the results of 95.77 (A), therefore the researcher is interested in conducting research at *bapas*, in order to determine the quality of service at *bapas*.

Variables are attributes of a person or object with variations that researchers have determined to be studied. Then, researchers will draw conclusions. (Sugiyono, 2022). In this study, researchers measured the existence of variables using research instruments. According to the researcher's title, the variables in this study are independent and dependent. Different variables taken from one title are the level of performance (X) and customer expectations (Y). However, several indicators are used in this study, namely the five dimensions of service quality according to the five dimensions of service quality. (Parasuraman et al., 1990) As listed in table 1.

Table 1.
Research Indicators

1) Reliability	2) Assurance (Guarantee)
a) Ability to provide services as promised on time. b) Consistency in providing services. c) Accuracy in data recording.	a) Friendliness attitude when providing services. b) Knowledge and skills of officers in providing services. c) Appearance or clothing when providing services. d) Confidence of service recipients in officers in providing services.
3) Tangible (Direct Evidence)	4) Empathy
a) Condition of physical facilities (building, room, cleanliness). b) Equipment and technology used.	a) Officer understanding of the needs of service recipients. b) Willingness of officers to provide special attention.

	c) Officers in providing solutions.
5) Responsiveness	
a) Officers are alert when providing services. b) The speed at which officers handle problems. c) The officer's ability to provide information related to services.	

Source: Data processed by researchers (2024)

A population is a group with the same characteristics as certain characters that can be identified and studied. (Creswell, 2018). Based on the interests of the population and sample in this study, the population and sample in this study include:

1. The population of Bojonegoro Class II A detention center employees is 21 people.
2. There are as many as 443 correctional clients (former prisoners) in Bapas Class II A Bojonegoro.

While the sample, is a part or representative of the population to be studied. (Suharsimi, 1998). The sampling technique, namely the respondents who will be sampled in this study, refers to a predetermined population. Researchers used the Slovin formula to determine the number of samples, which is as follows:

$$N = \frac{N}{1+N(e)^2}$$

Description:

n: Sample size

N : Population

e : Estimated error (10%)

So, the number of samples in this study is :

$$n = \frac{N}{1+N(e)^2} \quad n = \frac{464}{1 + 464 (10\%)^2}$$

$$n = \frac{464}{1 + 464 (0.01)} \quad n = \frac{464}{1+4,64}$$

$$n = \frac{464}{5,64} \quad n = 82,26$$

$$n = 82$$

Reserve sample 10% x 82 = 8.2 rounded up to 8

So from the results of the above calculations, a sample of 82 + 8 = 90 (sample for officers 50% of the population, namely 10 people, and 80 samples from correctional clients (former prisoners), so a total of 90 samples/respondents).

The data obtained by researchers during the survey will be processed according to certain criteria and then analyzed to determine the relationship with the problem under study. In the data analysis process, researchers use a Likert scale. Likert scale is used to measure the attitudes, opinions, and perceptions of an individual or group regarding social phenomena. (Sugiyono, 2019)The answers to each instrument on a Likert scale have an arrangement ranging from very positive to very negative, such as the gradations in Table 2.

Table 2.
Likert Scale

1. Strongly agree	1. Agree
2. Agree	2. Often
3. Undecided	3. Sometimes
4. Disagree	4. Rarely
5. Strongly disagree	5. Never
1. Very positive	1. Very good
2. Positive	2. Good
3. Neutral	3. Good enough
4. Negatife	4. Not good
5. Very negative	5. Not very good

Source: Data processed by researchers (2024)

For the purposes of analysis with quantitative methods, the answers can be scored 1 to 5, in the order shown in Table 3.

Table 3.
Overall Assessment Criteria

Answer	Score
Strongly agree/very positive/agree/very good	5
Agree/positive/often/good	4
Undecided/neutral/sometimes/good enough	3
Disagree/negative/rarely/no good	2
Strongly disagree/very negative/never/very unfavorable	1

Source: Data processed by researchers (2024)

Tabel 4.
Gradasi Skor Penilaian

Answer	Symbol
a	5
b	4
c	3
d	2
e	1

Source: Data processed by researchers (2024)

Table 4 shows a gradation of scores along with predetermined symbols. Researchers carried out the analysis using the Importance Performance Analysis (IPA) method. IPA, or importance level analysis, and customer satisfaction performance are analytical techniques used to identify important performance factors that an organization must demonstrate in meeting the satisfaction of customers or service users. (Phadermrod et al., 2019; Thersia, 2015).

Researchers will analyze to measure the level of conformity between the level of importance and the level of performance; the formula used by researchers in measuring the level of conformity is:

$$x = \frac{\sum xi}{n} \quad y = \frac{\sum yi}{n}$$

Description:

x = Average performance level score

y = Average score of importance level

n = Number of respondents X, Y

The cartesian diagram is a graphical form divided into four parts, separated by two perpendicular lines and intersecting at points (X, Y). Point X represents the average of the customer satisfaction scores for all factors or attributes, while point Y shows the average of the importance scores.

$$\bar{X} = \frac{\sum_{i=1}^N \bar{X}}{K} \quad \bar{Y} = \frac{\sum_{i=1}^N \bar{Y}}{K}$$

Description:

X = Average of total performance level weights

Y = Average of the total weight of the importance level

K = The number of attributes that affect the level of satisfaction

Furthermore, researchers will describe the level of these elements and group them into four parts of the Cartesian diagram, as listed in Figure 3, to understand how close the relationship between factors is, as shown in the following figure.

Figure 3.
Cartesian Diagram

Interest Level	Quadrant 1 Improve the performance <i>(concentrate here)</i>	Quadrant 2 Maintaining Performance
	Quadrant 3 Low Priority	Quadrant 4 tendency to exaggerate <i>(possible overkill)</i>

Satisfaction Level

Source : John A. Martilla & John C. James (2024)

Researchers use IPA analysis because this method can help identify service areas that need improvement and prioritization; IPA compares the importance and performance of various service attributes that affect service quality. (Johari et al., 2025) That is why researchers choose to use the IPA (Importance Performance Analysis) analysis method; in the data processing process, researchers use Microsoft Excel software.

RESULTS AND DISCUSSIONS

Importance Performance Analysis of Public Excellent Service in Corrections Bureau

Public Excellent Service is a strategy of Bapas in carrying out the function of social reintegration, where Bapas continues to improve the quality of services to correctional clients in order to achieve one of Bapas' tasks, namely social reintegration, and also as an effort by Bapas to reduce the crime rate in Bojonegoro. IPA is a method of measuring the level of importance and performance of services, which researchers use to determine the average value of attributes. Researchers obtain the results of the collected data and then process it. The following researchers will present the data that they have processed and analyzed.

Table 5.
Average Value of Work Attributes

Code Attribute	Performance (X)	Importance (Y)
A1	4,57	4,52
A2	2,33	4,49
A3	4,51	4,57
A4	4,59	4,76
A5	4,49	4,49
A6	4,43	4,64
A7	4,51	4,76
A8	4,32	4,53
A9	4,43	4,66
A10	4,54	4,54
A11	4,40	4,58
A12	4,43	4,52
A13	4,54	4,54
A14	4,30	4,56
A15	4,41	4,59
Rata-rata	4,32	4,53

Source: Data processed by researchers (2024)

Based on the calculation results in Table 5, the overall average value of the performance level is 4.32, while the overall average value of the importance level is 4.53. Researchers will use the average value of the overall level of performance and importance as a benchmark to find out how many of the 15 attributes have an average value exceeding the average value of the level of performance and level of importance.

Table 6.
Average Value of Work Attributes

Code Attribute	Indicator	Attribute	Performance (X)	Importance (y)	GAP
A1	Reliability	Timeliness in providing social reintegration services	4,57	4,52	0,05
A2		How frequent are errors in social reintegration services	2,33	4,49	2,16

Code Attribute	Indicator	Attribute	Performance (X)	Importance (y)	GAP
A3		Accuracy of recording correctional client data or information	4,51	4,57	0,06
A4	Assurance	Knowledge of officers in carrying out social reintegration services	4,59	4,76	0,17
A5		Friendly attitude of officers in providing social reintegration services	4,49	4,49	0
A6		Security of data/information of correctional clients	4,43	4,64	0,21
A7	Tangible	Feasibility of place/room for social reintegration process	4,51	4,76	0,25
A8		Cleanliness of the place/room for the social reintegration process	4,32	4,53	0,21
A9		Related supporting equipment that can function properly	4,43	4,66	0,23
A10	Empathy	Response of officers related to complaints/needs of correctional clients	4,54	4,54	0
A11		Officer support to correctional clients	4,40	4,58	0,18
A12		Officers appreciate and consider the importance of correctional clients	4,43	4,52	0,09
A13	Responsiveness	Alertness of officers in providing services	4,54	4,54	0
A14		Ease of access to information/questions for officers	4,30	4,56	0,26
A15		Officers provide services quickly and responsively	4,41	4,59	0,18
Total			64,8	68,75	4,05
Average Value			4,32	4,53	0,27

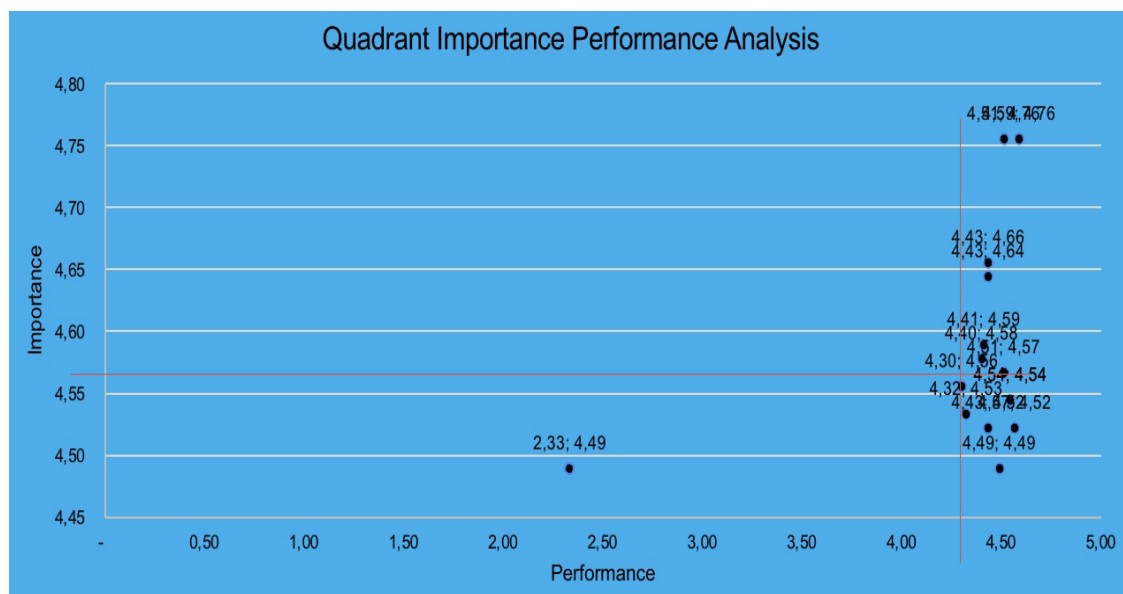
Source: Data processed by researchers (2024)

In the results of the average value of attribute work in Table 6, researchers found 12 out of 15 attributes whose performance level exceeds or is above the average value of the overall importance level. Those attributes are: (A1-X) Timeliness in providing social reintegration services, (A3-X) Accuracy of recording data or information of correctional clients, (A4-X) Knowledge of officers in carrying out social reintegration services, (A5-X) Friendly attitude of officers in providing social reintegration services, (A6-X) Security of data/information of correctional clients, (A7-X) Feasibility of places/rooms for the social reintegration process, (A9-X) Related supporting equipment that can function properly, (A10-X) Officer response regarding complaints/needs of correctional clients, (A11-X) Officer support to correctional clients, (A12-X) Officers appreciate and consider correctional clients important, (A13-X) Alertness of officers in providing services, (A15-X) Officers provide services quickly and responsively.

As for the level of interest, researchers found 10 out of 15 attributes whose level of importance exceeded the average value of the overall level of importance. Those attributes are: (A3-Y) Accuracy of recording data or information of correctional clients, (A4-Y) Knowledge of officers in carrying out social reintegration services, (A6-Y) Security of data/information of correctional clients, (A7-Y) Feasibility of places/rooms for the social reintegration process, (A9-Y) Related supporting equipment that can function properly, (A10-Y) Officer response regarding complaints/needs of correctional clients, (A11-Y) Officer support to correctional clients, (A13-Y) Alertness of officers in providing services, (A14-Y) Easy access to information/questions to officers, (A15-Y) Officers provide services quickly and responsively. Using Microsoft Excel software, researchers will then convert the 15 attributes above into a Cartesian diagram. The Cartesian diagram is divided into four quadrant parts, where each quadrant explains different conditions, as in Figure 3 above.

The results of the average level of performance and importance are then changed by researchers into cartesian quadrants with decimal point labels, as in Figure 4. The average level of performance and level of importance can be seen in Table 7, which is the reference for researchers to make cartesian quadrants.

Table 4.
Cartesian Quadrant



Source: Data processed by researchers (2024)

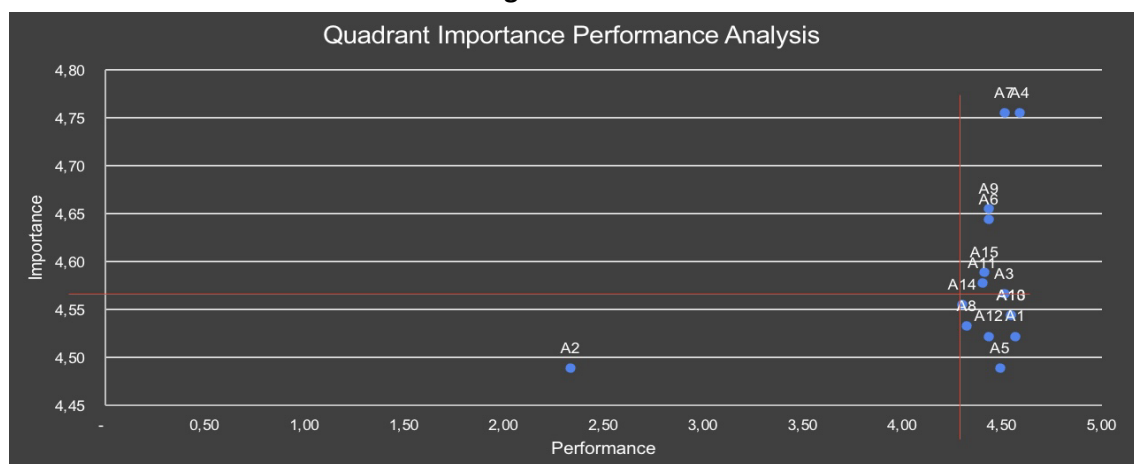
Table 7.
Average level of performance and importance on the Cartesian diagram

Code Attribute	Attribute	Performance (x)	Importance (y)
A1	Timeliness in providing social reintegration services	4,57	4,52
A2	How often are errors in social reintegration services	2,33	4,49
A3	Accuracy of recording data or information on correctional clients	4,51	4,57
A4	Knowledge of officers in carrying out social reintegration services	4,59	4,76
A5	Friendly attitude of officers in providing social reintegration services	4,49	4,49
A6	Security of data/information of correctional clients	4,43	4,64
A7	Feasibility of place/room for social reintegration process	4,51	4,76
A8	Cleanliness of the place/room for the social reintegration process	4,32	4,53
A9	Related supporting equipment that can function properly	4,43	4,66
A10	Response of officers related to complaints/needs of correctional clients	4,54	4,54
A11	Officer support to correctional clients	4,40	4,58
A12	Officers appreciate and consider the importance of correctional clients	4,43	4,52
A13	Alertness of officers in providing services	4,54	4,54
A14	Ease of access to information/questions for officers	4,30	4,56
A15	Officers provide services quickly and responsively	4,41	4,59
Average Value		4,32	4,53

Source: Data processed by researchers (2024)

Figure 5 is the result of the average level of performance and importance that researchers change into the form of cartesian quadrants with code attribute labels from the level of performance and level of importance, to make it easier for researchers and readers to carry out the attribute grouping process, such as the results of the attribute grouping listed in Table 8.

Figure 5.
Cartesian diagram based on attributes



Source: Data processed by researchers (2024)

Table 8.
Attribute grouping

Attribute grouping	
Quadrant 1	-
Quadrant 2	A3, A4, A6, A7, A9, A10, A11, A13, A14, A15
Quadrant 3	A2
Quadrant 4	A1, A5, A8, A12

Source: Data processed by researchers (2024)

Quadrant 2

Indicates that attributes considered very important by service users and very good in implementation need special attention from the agency. Agencies must maintain the quality of service and performance of these attributes and continue to improve to achieve a successful social reintegration function. The attributes included in this quadrant are (A3) Regarding the accuracy of data recording, (A4) Regarding officer knowledge about social reintegration, (A6) Security of correctional client data/information, (A7) Feasibility of a place/room for the social reintegration process, (A9) Regarding supporting equipment that can function properly, (A10) Officer response regarding complaints/needs of correctional clients, (A11) Officer support to correctional clients, (A13) Alertness of officers in providing services, (A14) Easy access to information/questions to officers, (A15) Officers provide services quickly and responsively.

Quadrant 3

This quadrant includes attributes considered less important or less significant by service users, and their performance is considered unsatisfactory. The attributes that fall into this quadrant are: (A2) How often are errors in social reintegration services?

Quadrant 4

This quadrant includes factors considered less important by service users and feels too excessive; the attributes that enter this quadrant can be reduced to make the agency more effective and efficient. The attributes included in this quadrant are (A1) Timeliness in providing social reintegration services, (A5) Friendly attitude of officers in providing social reintegration services, (A8) Cleanliness of the place/room for the social reintegration process, and (A12) Officers' appreciation and consideration of important correctional clients.

Public Excellent Service at Bapas Class II A Bojonegoro to realize Social Reintegration

Excellent service quality is a bapas strategy in creating social reintegration, public excellent service is important to support the success of social reintegration programs. The priority of successful guidance of correctional clients can create a more positive environment in the community, because the client's mentality will be better after getting guidance and as an effort to avoid former prisoners repeating the same crime. The research findings show that the services provided by the bapas to correctional clients are in the good category, but some service qualities need to be evaluated and improved by the bapas, this can be measured by the 5 main dimensions of service quality indicators. (Parasuraman et al., 1990) Which became a measuring tool for researchers to see the quality of services provided by bapas to correctional clients.

The reliability dimension reflects officers' ability to provide timely, consistent, and accurate; the timeliness of the services provided shows good performance but is considered less of a priority, according to Kilen (A1). The frequency of errors in social reintegration services (A2), shows that the level of errors in the implementation of services provided by officers is still a significant

concern. This can affect the level of trust of correctional clients, and this can significantly impact the social reintegration process because it can be one of the inhibiting factors in achieving the social reintegration program. The accuracy of recording data or information on correctional clients (A3) has been established as a good criterion because former prisoners consider the officers' performance optimal. In the findings of the results of the data processing, as a form of validity of supporting data, researchers also conducted interviews with officers who were not included in the questionnaire respondents, namely Mr. Idris Pausi as Head of BKD Section, who stated that, the application of excellent service is a priority for Bapas Class II A Bojonegoro, especially in providing assistance and monitoring of former prisoners, Bapas also faces significant challenges due to the number of ex-prisoners far exceeding the ideal capacity, and the number of Bapas officers is only 21 people consisting of 16 men and 5 women, Bapas has also begun to adapt to digital services, such as online data recording, which has begun to have a positive impact in managing the high number of clients. This finding contradicts the study's results. (Riyadi, 2023), which states that services in correctional institutions have been optimized through a faith-based approach. In the context of Bapas, technical aspects such as administrative management and timely monitoring appear to influence ex-prisoners' perceptions more than the religious value-based approach.

The assurance dimension includes a sense of security, trust, and officer competence; in this dimension, clients consider two services satisfactory: officer knowledge in carrying out social reintegration services (A4) and data security (A6). In the findings of these results as data validity, supported by the results of interviews with former prisoners who were not included in the questionnaire, respondent Mr. Imam Malik (corruption crime), who is still under the supervision and guidance of Bapas, stated that Bapas services are pretty fast in responding to basic needs, but often lack in-depth communication to understand personal problems. This is the difference with the research. (Ma'aruf & Zulharman, 2021) This study highlights that technical training in the areas of correctional client data security and service consistency is more relevant to improving the assurance dimension in the Bapas context.

Tangible dimension, this dimension assesses the completeness of facilities and supporting technology; in this dimension, two services are entirely satisfactory, namely related to the feasibility of the place/room (A7) and equipment that is functioning correctly (A9); this shows that officers are very concerned about the place and equipment to support the social reintegration process. However, in this dimension, some services are considered less priority, although they perform well in the place's cleanliness (A8). The findings of these results as data valid, supported by the results of an interview with a former prisoner who was not included in the questionnaire respondent, Mr. Dilan Wirdanata (criminal acts of violence against women) who is still under the supervision and guidance of Bapas, stated that the available counseling room is quite adequate, clean, but sometimes feels full and hot when all clients come together. Moreover, all facilities, such as computers and other devices, are also available for conducting attendance. This study adds new findings by showing that the cleanliness and comfort of physical facilities, such as counseling rooms, also affect perceptions of service quality, which has not been addressed in the research. (Kadek, 2024), Research (Kadek, 2024) It does not directly discuss physical facilities, but technology can support the efficiency of good service work.

The empathy dimension assesses the attention and concern of officers to client needs; in this dimension, two services are categorized as good, namely, officer response (A10) and support from officers (A11). The findings of these results as data validity, it is supported by the results of interviews with community assistance officers who were not included in the questionnaire respondent Mr. Fahri, who stated that, community assistants (PK) are required to be competent in assisting, officers are continuously trained in order to understand the emotional and problems

of clients, not just formal needs, in order to achieve social reintegration functions. This finding is supported by previous research conducted by (Miranda et al., 2024) This highlights empathy's importance in helping correctional clients overcome psychological and social challenges during the social reintegration process.

The responsiveness dimension, this dimension measures the alertness, responsiveness, and speed of officers in providing services, and ease of access to information; in this dimension all services provided are categorized as good, starting from officer alertness (A13), ease of access to information (A14), and the speed and responsiveness of officers in providing services (A15). In the findings of the data processing results, as a form of supporting data validity, the researcher also interviewed officers who were not included in the questionnaire respondents, namely Ms. Novita Agustin, a community assistance officer, who stated that our efforts to provide services, guidance, access to information quickly we are always ready at the counter according to the officer's picket so that we can help clients quickly, we also provide a bell that is used to call the officer if the officer is not at the counter, we do this to increase the speed and responsiveness of the officer. This finding contradicts the research results. (Ubit et al., 2022), which states that responsiveness in public services can be fully improved by implementing digitization and technology-based management systems. Although technology helps speed up response time, human factors such as empathy and interpersonal communication still influence response quality.

Quality of Service at Bapas

Based on the research findings, overall the quality of services provided by the bapas to correctional clients has been categorized as good, in the five main dimensions of service quality according to (Parasuraman et al., 1990) The analysis shows that each indicator has services in the good category, and the good category dominates the average service in the five indicators; for services considered less priority by correctional clients, officers also provide these services well. However, there are also tapas services that are considered less than optimal, or the performance of officers is lacking in providing services by correctional clients; based on the analysis, it needs a small quantity of evaluation and consideration in order to maximize resources and focus resources on services that are considered important by correctional clients. Researchers will also present some data on the success of social reintegration, independence of correctional clients (former prisoners) after the termination of guidance as evidenced by a letter of termination of the guidance period, as a form of validity of supporting data as listed in table 9.

Table 9.
List of successes of social reintegration services

Name	Job
Didik Saputro	Fisherman
Sukamat	Fisherman
Nanang Kasim	Trader
sulistyowati	Self-employed
Arie widya laksono	Trader
Edo dwi saputro	Self-employed
Kusnadi	Farm Laborer
Aulio candra	Self-employed
Kholid robbul jalil	Trader
M. Untung	Parking attendant

Source: Secondary research data (2024)

CONCLUSIONS

This study found that implementing excellent public service at Bapas Kelas II A Bojonegoro has unique characteristics that reflect the needs of ex-prisoners in the mental guidance process to achieve social reintegration. Analysis using Importance Performance Analysis (IPA) shows that most service attributes are in the satisfactory category (quadrant 2). However, some key attributes, such as reliability and cleanliness of facilities, require more attention to support the effectiveness of the social reintegration process. The novelty of this study lies in the service attribute-based evaluation approach specific to the Bapas context, which has not been previously explored. In addition, the resulting strategy recommendations focus not only on general service improvements, but also on priorities for improving service responsiveness and efficiency to reduce recidivism rates.

REFERENCES

- Arruda, H., Silva, E. R., Lessa, M., Proença, D., & Bartholo, R. (2022). VOSviewer and Bibliometrix. *Journal of the Medical Library Association : JMLA*, 110(3), 392–395. <https://doi.org/10.5195/jmla.2022.1434>
- Bapas. (2023). *Laporan Kinerja Instansi Pemerintah Tahun 2023*.
- Care, P., Cooper, J. A., Murphy, S., Kirk, R., Reilly, D. O., & Donnelly, M. (2024). *Data linkage studies of primary care utilization after release from prison : a scoping review*. 1–17.
- Creswell, J. W. (2018). *Research Design*. SAGE Publication.
- Ditjenpas. (2024). *Jumlah Penghuni Lapas*. SDP Publik. <https://sdppublik.ditjenpas.go.id/analisa/jumlah-penghuni>
- Ethods, M. I. M., & Arwell, M. I. R. H. (2011). *Research Desain In Qualitative/Quantitative/Mixed Methods*.
- Forero-cuellar, A. (2023). Prison overcrowding and ill-treatment : sentence reduction as a reparation measure . A view from Latin America and Europe. *TORTURE*, 33, 18–38.
- Francis, A. P. (2024). *Prison Overcrowding and Harsh Conditions Health and Human Rights Concerns to Persons in Custody, Staff, and the Community*. 375–400. <https://doi.org/10.1177/00938548231219803>
- Jasni, M. A., Abu Bakar Ah, S. H., Omar, N., & Nasir, N. C. M. (2022). Desistance and Recidivism among Former Prisoners in Malaysia: A Proposed Model According to the Age-Graded Theory. *Pertanika Journal of Social Sciences and Humanities*, 30(2), 517–540. <https://doi.org/10.47836/pjssh.30.2.06>
- Jasni, M. A., Hassan, N., Ibrahim, F., & Rahim, M. (2025). *Exploring the Factors of Recidivism From the Perspectives of Homeless Former Prisoners , Government Agency Officers , and Volunteers* Keywords. 175–197.
- Jauhari, A. (2024). *Penghuni Lapas Bojonegoro Lebih Daya Tamoung*. SuaraBanyuurip. <https://suarabanyuurip.com/2024/01/17/penghuni-lapas-bojonegoro-lebih-daya-tampung/>
- Johari, M. S., Mahmud, S. H., Mohamed, S. F., Misnan, M. S., Kamarudin, T., Dzahir, M. A. M., & Utama, W. P. (2025). Digitalization: Potentials of Digital Technology Capabilities in the Construction Industry. *Journal of Advanced Research in Applied Sciences and Engineering Technology*, 50(1), 136–150. <https://doi.org/10.37934/araset.50.1.136150>
- Kadek, W. W. N. F. D. A. I. G. (2024). Inovasi Aplikasi Pencatatan Data Klien Otomatis Pada Proses Bimbingan Klien Sebagai Pendukung Reintegrasi Sosial Di Balai Pemasyarakatan Kelas II Bojonegoro. *Jurnall Inovasi Pendidikan*, 6(1), 52–61. <https://journalpedia.com/1/index.php/jip/article/view/1285>
- Ma'aruf, A., & Zulharman. (2021). Reintegrasi Sosial Bagi Warga Binaan Lembaga Pemasyarakatan Kelas II A Watampone. *Darussalam*, 3, 1–19.

- Marbun, R. J., Mandagi, M., & Mokat, J. E. H. (2024). Public Services for Prisoners in Tondano Correctional Institution Class IIB. *Social Sciences Journal*, 53, 82–95.
- Maryuni, S. (2024). PIONIRS : Implementation of Public Service Innovation Policy to Promote E-Government System in Pontianak City Government , West Kalimantan. *Jurnal Manajemen Pelayanan Publik*, 08(03).
- Mashur, D., Rusli, Z., Zulkarnaini, Z., Sadad, A., & Meiwanda, G. (2024). Public Service Management in Corporate Social Responsibility PT. Pertamina International Refinery Unit II Sungai Pakning. *Jurnal Manajemen Pelayanan Publik*, 8(1), 130–143. <https://doi.org/10.24198/jmpp.v8i1.51025>
- Masitho, B., Siti, N., Siregar, S., Hidayat, N., Angelia, N., & Riadi, S. (2024). Measuring Public Perception of Service Quality and Government Policy in Batubara District , a Survey Analysis. *Jurnal Manajemen Pelayanan Publik*, 08(03).
- Miranda, R. B., Goldberg, A., & Díaz Bermúdez, X. P. (2024). Social reintegration of cisgender and transgender women post-incarceration in Brazil: policies and challenges. *Health and Justice*, 12(1), 1–14. <https://doi.org/10.1186/s40352-024-00285-6>
- Muhsin, A. (2021). GOVERNANCE INNOVATION : ONE-STOP INTEGRATED SERVICE TO ENHANCE QUALITY SERVICE AND PUBLIC. *Theoretical and Empirical Researches in Urban Management*, 16(1), 40–60.
- Ningsih, E. C., & Misrah, M. (2023). Peran Layanan Bimbingan Individu Dalam Mengurangi Tekanan Mental Narapidana Perempuan Di Lembaga Pemasyarakatan. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 4(2), 451–462. <https://doi.org/10.31538/munaddhomah.v4i2.484>
- Oyewola, D. O., & Dada, E. G. (2022). Exploring machine learning: a scientometrics approach using bibliometrix and VOSviewer. *SN Applied Sciences*, 4(5). <https://doi.org/10.1007/s42452-022-05027-7>
- Parasuraman, Valarie, A., Zeithmal, & Leonardo, B. L. (1990). *Delivering Quality Service, Balancing Customer Perception and Expectation*. Free Press.
- Phadermrod, B., Crowder, R. M., & Wills, G. B. (2019). Importance-Performance Analysis based SWOT analysis. *International Journal of Information Management*, 44, 194–203. <https://doi.org/10.1016/j.ijinfomgt.2016.03.009>
- Pratiwi, F. S. (2023). *Jumlah Narapidana RI 2023*. DataIndonesia. <https://dataindonesia.id/varia/detail/jajaran-negara-dengan-narapidana-terbanyak-indonesia-ketujuh>
- Ramadhan, S. A., & Pribadi, U. (2024). Building Citizen Satisfaction with E-Government Services : A Case Study of the Population Administration Information System (SIAK). *Jurnal Manajemen Pelayanan Publik*, 08(03).
- Ramadhana, Y. E. (2024). *Bapas Bojonegoro: 78 Anak Bojonegoro, Lamongan, dan Tuban Terseret Kasus Pidana, Kebanyakan Terlibat Tindak Kekerasan*. Radar Bojonegoro. <https://radarbojonegoro.jawapos.com/bojonegoro/714861391/bapas-bojonegoro-78-anak-bojonegoro-lamongan-dan-tuban-terseret-kasus-pidana-kebanyakan-terlibat-tindak-kekerasan>
- Riyadi. (2023). Analisa Tugas Pokok Pembimbing Klien Pemasyarakatan (Bapas) Dalam Mewujudkan Reintegrasi Sosial. *Jurnal Ekonomi Islam*, 4(1).
- Roy, W. (2024). *Prison Population Total*. World Prison Brief. https://www.prisonstudies.org/highest-to-lowest/prison-population-total?field_region_taxonomy_tid=All
- Sari, L. N. (2021). Analisis Sosiologis Reintegrasi Sosial Klien Pemasyarakatan. *ENTITA: Jurnal Pendidikan Ilmu Pengetahuan Sosial Dan Ilmu-Ilmu Sosial*, 3(1), 75–92. <https://doi.org/10.19105/ejpis.v3i1.4615>
- Selçuk, T. (2024). The Development of a Yolov8-Based Model for the Measurement of Critical

- Shoulder Angle (CSA), Lateral Acromion Angle (LAA), and Acromion Index (AI) from Shoulder X-ray Images. *Diagnostics*, 14(18). <https://doi.org/10.3390/diagnostics14182092>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Sugiyono. (2022). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D*. Alfabeta.
- Suharsimi, A. (1998). *Prosedur Penelitian: Suatu pendekatan Penelitian* (p. 97). Rineka Cipta.
- Suzuki, K., & Demircioglu, M. A. (2020). Is impartiality enough ? Government impartiality and citizens ' perceptions of public service quality. *Governance*, 34(3), 727–764. <https://doi.org/10.1111/gove.12527>
- Thersia, A. (2015). *Pembangunan Berbasis Masyarakat* (p. 35). Alfabeta.
- Ubit, M., Nurhasanah, N., & Milka, M. (2022). Strategi Peningkatan Pelayanan Publik Dalam Menghadapi Era Revolusi Digital Di Kantor Bapas Kelas Ii Sampit. *Pencerah Publik*, 9(2), 1–14. <https://doi.org/10.33084/pencerah.v9i2.3807>
- Yunita, I., Sari, tari kumala, Fazira, A. W., Hasri, A., Asghari, M. F., Rahayu, F., Ramadhan, G., Putr, W., Fazhillah, N., & Putri, M. (2023). Optimalisasi Peran Kelompok Masyarakat Peduli Pemasyarakatan Dalam Mempersiapkan Reintegrasi Sosial Bagi Klien Pemasyarakatan Di Griya Abhipraya Cira Bapas Kelas I Jakarta Timur-Utara. *Krepa: Kreativitas Pada Abdimas*, 1(3), 35–45.