

## **Systematic Literature Review: Implementation of Personality Development in Correctional Institutions**

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### **Abstract**

*Personality development is a crucial component of the Indonesian correctional system, aiming to rehabilitate inmates so they can reintegrate into society and reduce recidivism rates. However, the high rate of recidivism and the issue of overcrowding in correctional institutions indicate a gap between policy formulation and program implementation. This study employed the Systematic Literature Review (SLR) method with the PRISMA approach to analyze 20 relevant national and international scientific articles. The analysis was based on George C. Edwards III's policy implementation theory, which includes communication, resources, disposition, and bureaucratic structure variables. The findings revealed that the implementation of personality development programs in correctional facilities remains suboptimal due to limited professional staff, inadequate infrastructure, and inconsistent policy communication. Furthermore, programs such as religious development, intellectual development, legal awareness, national awareness, and physical health have not fully resulted in sustainable behavioral change. This study recommends strengthening human resource capacity, conducting data-based evaluations, and adjusting policies through a holistic rehabilitative approach to enhance the effectiveness of personality development programs in correctional institutions.*

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## **1. INTRODUCTION**

The transformation of the sentencing paradigm in Indonesia has become increasingly apparent in recent years, especially after the enactment of Law Number 22 of 2022 on Corrections, which replaced the previous regulation. This change emerged as a response to the urgent need for a more humane approach to sentencing, in which prisoners are no longer viewed merely as offenders to be punished, but as individuals with the right to be rehabilitated and reintegrated into society. Contemporary research, such as Parker (2021), shows that rehabilitation-based correctional policies are more effective in reducing recidivism compared to traditional retributive approaches. This is because rehabilitation programs address the root causes of criminal behavior, such as emotional instability, lack of social skills, and weak legal awareness. This approach also aligns with international trends that prioritize the principles of restorative justice, where restoring social and personal relationships becomes the primary goal rather than merely imposing punishment.

The implementation of rehabilitation-based correctional systems in Indonesia not only focuses on reducing recidivism rates but also aims to strengthen the individual capacity of prisoners so they can lead productive lives after release. Fatmawati and Riski (2023)

emphasize that personality development is the core of this rehabilitation process, as it aims to shape inmates' character through moral, spiritual, and social development. Personality development programs involve various activities such as religious guidance, skills training, and psychosocial counseling, all directed towards building self-awareness and personal responsibility. The success of these programs is measured not only by inmates' behavior during incarceration but also by their ability to maintain positive changes after returning to their communities. Thus, personality development has a crucial long-term dimension in preventing repeat offenses.

Although the legal and conceptual framework is relatively clear, the implementation of personality development in Indonesian correctional institutions still faces significant challenges. One indicator is the persistently high recidivism rate in recent years. Data from the Directorate General of Corrections (2023) shows that the recidivism rate remains in the range of 12–16 percent, indicating that a portion of released inmates reoffend. This raises critical questions about the effectiveness of existing development programs and highlights the need for a comprehensive evaluation of the design and implementation of correctional policies. Lynch and Sabol (2022) also found that the success of rehabilitation programs is greatly influenced by the consistency of policy implementation, the quality of personnel, and the adequacy of available facilities—factors that remain weak in many Indonesian prisons.

In addition to recidivism, overcrowding is a fundamental issue that hinders the effectiveness of personality development programs. A 2023 report from the Directorate General of Corrections revealed that the prison population reached 272,173 inmates, far exceeding the ideal capacity of 140,424. This directly limits space, learning facilities, and other support services needed for rehabilitation programs. Parker (2021) notes that overcrowding not only reduces service quality but also negatively affects inmates' mental health and increases the risk of internal conflict. Under such conditions, personality development programs often cannot be implemented to ideal standards because available staff and facilities must be divided among a population far beyond capacity.

Another challenge is the shortage of qualified human resources involved in the development process. Many Indonesian prisons lack professionals such as psychologists, counselors, and spiritual advisors with specialized competence in addressing inmates' personality issues. Lynch and Sabol (2022) highlight that rehabilitation success is strongly influenced by the quality of interaction between correctional officers and inmates. When the officer-to-inmate ratio is too low, individual attention to inmates' psychological and social needs becomes insufficient, thereby undermining development goals. This situation is worsened by the lack of continuous training for officers, making it difficult for them to keep up with modern rehabilitative approaches.

Beyond human resources, policy communication also plays an important role in program success. Kitchenham et al. (2020) stress that successful policy implementation depends greatly on clear communication and coordination among stakeholders. In the Indonesian correctional context, personality development policies are often interpreted differently at the operational level, leading to gaps between policy formulation and practice. For example, religious development programs that should be deep and reflective are sometimes carried out only as ceremonial routines without evaluating their impact. Such communication gaps risk reducing the overall effectiveness of rehabilitation programs.

Another emerging issue is the lack of data-driven evaluation of the effectiveness of personality development programs. Fatmawati and Riski (2023) emphasize the importance of evidence-based approaches in assessing whether programs truly influence inmate behavioral change. However, such evaluations are still rare in many Indonesian prisons. Most programs are assessed based on participation rates rather than long-term behavioral

change or reductions in recidivism. Without accurate data, it is difficult for policymakers to make targeted and sustainable improvements.

This situation highlights the need for research that integrates findings from various previous studies to provide a comprehensive picture of the effectiveness of personality development in prisons. The Systematic Literature Review (SLR) method is an appropriate choice as it enables researchers to synthesize results from diverse sources systematically and transparently. Kitchenham et al. (2020) assert that SLR can provide stronger evidence for policy-making by combining empirical findings from varied studies. Thus, this research offers not only a descriptive review but also a critical analysis of factors influencing the success of personality development.

The novelty of this study lies in its comprehensive scope and focus on recent periods. Unlike earlier studies that only examined one aspect of development, this research reviews all dimensions of personality development, including religious, intellectual, legal awareness, nationalism, and physical health. By analyzing 20 national and international scientific articles published between 2020 and 2024, this study seeks to provide in-depth understanding of how development programs are implemented, the challenges faced, and the extent to which they reduce recidivism. The findings are expected to enrich academic literature while offering practical recommendations for correctional policy development in Indonesia.

Theoretically, this study employs George C. Edwards III's policy implementation model, which highlights four key variables: communication, resources, disposition, and bureaucratic structure. This model is considered relevant because it offers a comprehensive analytical framework for assessing how effectively personality development policies can be implemented in prisons. By integrating this theory with findings from recent studies, the research can identify key factors that either hinder or promote program success. This understanding is crucial for developing more targeted policy recommendations.

The objective of this research is to provide a comprehensive overview of personality development implementation in Indonesian prisons, identify the challenges faced, and offer evidence-based recommendations to improve program effectiveness. The findings are expected to contribute academically to the field of correctional studies while providing practical benefits for policymakers, prison administrators, and the broader community. With a better understanding of personality development dynamics, future correctional policies are expected to be more adaptive, responsive to inmate needs, and effective in reducing recidivism in Indonesia.

## 2. RESEARCH METHODS

This study employs the Systematic Literature Review (SLR) method, guided by the PRISMA framework (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) as the main approach. This method was chosen because it enables the systematic and transparent collection, evaluation, and synthesis of previous research findings, thereby providing a comprehensive overview of the implementation of personality development in correctional institutions. Kitchenham et al. (2020) explain that SLR is effective for identifying knowledge gaps and formulating reliable evidence-based recommendations. In this study, data sources were obtained from several online databases such as Google Scholar, ScienceDirect, DOAJ, and Garuda, using a combination of keywords—*pembinaan kepribadian* (personality development), *Lembaga Pemasyarakatan* (correctional institutions), *residivisme* (recidivism), and *rehabilitasi narapidana* (inmate rehabilitation)—in both Indonesian and English. The search was limited to publications from 2020 to 2024 to ensure the relevance of the findings to current conditions.

The article selection process followed several stages in line with the PRISMA flow, namely identification, screening, eligibility assessment, and inclusion. Inclusion criteria consisted of research articles discussing personality development in prisons, available in full text, published between 2020 and 2024, and originating from nationally accredited journals or reputable international journals. Conversely, articles that were irrelevant, opinion-based, editorial in nature, or lacking empirical data were excluded from the analysis. This process yielded 20 articles that met the criteria for further analysis. The analysis employed a thematic approach, grouping research findings according to the policy implementation variables proposed by George C. Edwards III—communication, resources, disposition, and bureaucratic structure—to assess the factors influencing the success of personality development programs. This approach allowed the researcher to identify patterns, gaps, and strategic recommendations relevant to the Indonesian correctional context (Fatmawati & Riski, 2023; Lynch & Sabol, 2022).

### 3. RESULTS AND DISCUSSION

**Table 1.** Analysis of the Implementation of Personality Development Programs & Conclusions

No	Article Title	Personality Development Program	Barriers & Challenges	Conclusion	Code
1	Implementation of Personality Development to Improve Inmates' Religiosity and Spiritual Health at Class IIA Samarinda Correctional Facility (Alfarizi & Jarodi, 2023)	<i>Dzikir</i> (remembrance), congregational prayers, sermons, and Qur'an study to improve inmates' religiosity.	Low interest, limited facilities, shortage of trainers.	Builds spiritual awareness; requires support in facilities and human resources.	A1
2	Implementation of Inmate Development Programs for Narcotics Recidivists at Class IIB Tanjung Pati Correctional Facility (Novriani & Barat, 2024)	Mental development, legal awareness, nationalism, and scouting activities to change narcotics recidivists' behavior.	Limited facilities, few staff, overcrowding, and low inmate interest.	Helps change recidivists' behavior but needs more facilities, HR, and motivation.	A2
3	Inmate Development at Class IIA Lhokseumawe Correctional Facility (Khalida & Mukhlis, 2022)	Weekly religious lectures, congregational prayers, Qur'an study groups, and Qur'an memorization to	Imbalanced staff-inmate ratio, limited budget, low inmate participation.	Supports behavior change but results are suboptimal due to limited HR, funds, and inmate	A3

		improve moral and legal awareness.		motivation.	
4	Religious Development for Female Inmates at Class IIA Palembang Women's Correctional Facility (Sari et al., 2021)	Interfaith religious activities, legal counseling, national ceremonies, and regular sports to improve mental, spiritual, and disciplinary aspects.	Differences in background and sentence duration, low interest in programs, absence of a specific curriculum.	Effective in improving inmates' character but needs structured curriculum and supportive environment.	A4
5	Implementation of Personality and Independence Development Programs for Elderly Inmates in Correctional Facilities (Karindra & Subroto, 2022)	Moral, religious, and social development for elderly inmates.	Weak physical condition, limited facilities, social stigma, and lack of trainers.	Helps elderly adapt but requires special facilities and strategies.	A5
6	Implementation of Personality Development Programs as an Effort to Build Inmates' Nationalist Character at Class IIA Sidoarjo Correctional Facility (Safitri & Wijaya, 2021)	Civic education, nationalism counseling, scouting, religious lectures, music arts, and cleaning activities.	Limited facilities, few trainers, low motivation, and lack of external support.	Increases inmates' nationalism but needs facilities and better program management.	A6
7	Implementation of Personality Development Programs for Juvenile Offenders (Study at Class II Lombok Tengah Juvenile Correctional Facility) (Shofiyuddin et al., 2022)	Spiritual guidance, formal/non-formal education, legal awareness, and social activities for juveniles.	Limited facilities, few staff, lack of external coordination, fluctuating motivation of juveniles.	Effective in building character but needs facility support and intensive mentoring.	A7
8	Implementation of Personality Development for	Religious, nationalism, skills, and attitude	Limited staff and facilities, uncooperative	Supports behavior change but requires	A8

	Female Inmates at Class III Mataram Women's Correctional Facility (Sumantri et al., 2023)	development through regular activities and training.	inmates, lack of activity space.	improved facilities and inmate motivation.	
9	Implementation of Religious Personality Development to Improve Inmates' Character at Class IIB Timika Correctional Facility (Ohoiwutun & Tando, 2024)	Mandatory Qur'an study, regular worship, and cognitive-humanistic motivational approach to strengthen character.	Remote location, underqualified staff, limited worship facilities, reliance on third parties.	Helps improve character but needs better HR, facilities, and activity continuity.	A9
10	Implementation of Personality and Skills Development for Inmates at Class IIA Jambi Correctional Facility (Yanti et al., 2022)	Religious activities, nationalism, scouting, and non-formal education (library, language courses).	Limited facilities, few staff, low inmate motivation, pandemic impacts hindering programs.	Beneficial in shaping positive behavior but not optimal due to limited resources and HR.	A10
11	Implementation of Inmate Development Programs at Class III Sukamara Correctional Facility (Putra & Kurniawan, 2023)	Religious, nationalism, skills, and legal counseling for inmates.	Inmates' mental health issues, limited facilities, few staff, lack of family and community support.	Implemented according to regulations but needs better facilities, experts, and social support.	A11
12	Implementation of Inmate Development Conducted by Class III Teluk Dalam Correctional Facility (Ndruru, 2023)	Religious, Pancasila, attitude, and skill development to strengthen inmates' moral values.	Limited budget, underqualified technical staff, minimal facilities, low inmate participation.	Effective in religious and attitude aspects, but intellectual and social reintegration not optimal.	A12
13	Implementation of Inmate Development to Prevent Recidivism at Class IIB Cilacap Correctional	Spiritual development, legal counseling, job skills, and arts to reduce recidivism.	Lack of experts, limited facilities, social stigma, minimal family support.	Effective in shaping character but needs professional staff and broader social support.	A13

	Facility (Putri & Triana, 2020)				
14	Implementation of Development to Improve Inmates' Spirituality at Class IIB Banyuasin Narcotics Correctional Facility (Bimantara & Rifani, 2022)	Sunnah prayers, <i>fiqh</i> studies, hadith recitations, and third-party cooperation for spirituality improvement.	Limited staff, minimal budget, monotonous methods, low inmate motivation.	Increases faith and discipline but requires varied methods and more resources.	A14
15	Implementation of Character Education for Inmates at Class IIB Gunungsitoli Correctional Facility (Zega et al., 2024)	Religious education, flag ceremonies, and habituation of honesty, discipline, and independence.	Low motivation, limited facilities, and difficult-to-direct inmate behavior.	Helps shape character but needs better facilities and adaptive approaches.	A15
16	Implementation of Juvenile Offender Development Programs at Class II Palu Juvenile Correctional Facility (Aprianto R et al., 2021)	Mandatory worship, sports, formal education, and skills training for juveniles.	Low moral awareness, lack of motivation, limited facilities and staff.	Shapes law-abiding and responsible youth but needs intensive support.	A16
17	Implementation of Development Programs for Elderly Inmates at Class IIB Sleman Correctional Facility (Avandi S.N & Subroto Mitro, 2023)	Spiritual guidance, counseling, and character education for elderly inmates.	Poor health, limited access to medical services, minimal staff and budget.	Program running but not optimal; requires better facilities and special elderly support.	A17
18	Inmate Development at Class IIB Singaraja Correctional Facility for Inmates with Minor Sentences (Made Deby Listianitari et al., 2022)	Religious activities, scouting, legal counseling, and social service work.	Limited facilities, overcrowding, low motivation, unclear evaluation indicators.	Helps raise legal awareness but needs evaluation indicators and facility improvements.	A18
19	Implementation of Islamic Religious	Islamic boarding school program,	Lack of qualified	Increases piety but needs more	A19

	Education for Narcotics Inmates at Class I Tangerang Correctional Facility (Utari & Wibowo, 2022)	regular Qur'an study, Ramadan sermons, and religious guidance in collaboration with external parties.	religious staff, minimal worship facilities, unsupportive environment.	experts and improved worship facilities.	
20	Personality and Independence Development for Inmates in Correctional Facilities (Study at Class IIB Jombang Correctional Facility) (Puspitasari & Isnaini, 2022)	Congregational prayers, <i>tahlil</i> , Qur'an memorization, and Christian worship through internal church.	Limited facilities, minimal budget, uneven inmate participation.	Regularly implemented but requires sustained strategies and support for optimal results.	A20

The systematic review of 20 analyzed articles shows that the implementation of personality development in Indonesia's correctional institutions is already clearly regulated at the policy level but still faces various challenges in field execution. Most studies reveal that personality development is indeed an important part of correctional programs, yet its effectiveness remains far from optimal due to the gap between national policy and implementation in each prison. Fatmawati and Riski (2023) emphasize that although religious and legal awareness programs are widely carried out, intellectual development and life skills training oriented toward social reintegration are still overlooked. As a result, many inmates who have undergone development programs still face adaptation difficulties after release and tend to reoffend.

Findings from various studies also indicate that most personality development programs tend to be ceremonial in nature and are rarely accompanied by data-driven evaluation mechanisms. Parker (2021) notes that program success is usually measured only by inmate participation rates in activities, rather than by long-term behavioral change or reductions in recidivism. In fact, in-depth evaluation is essential to determine the extent to which personality development genuinely impacts inmates' readiness to reintegrate into society. Without evidence-based evaluation, it is difficult for policymakers to make relevant and well-targeted improvements.

Based on the communication variable of George C. Edwards III's policy implementation model, the reviewed studies highlight a communication gap between policymakers at the central level and program implementers in prisons. Policies formulated clearly at the national level are often interpreted differently by field officers, resulting in inconsistent implementation across facilities. Kitchenham et al. (2020) state that unclear communication can cause confusion in implementation, ultimately lowering program quality. For example, religious development programs intended to be deep and reflective sometimes turn into routine activities without meaningful evaluation of their impact on inmate behavior change.

The resource factor emerges as a dominant issue found in nearly all analyzed articles. Many studies report that the number of correctional officers—particularly those with expertise as psychologists, counselors, or spiritual advisors—is far from sufficient to handle the large inmate population. Lynch and Sabol (2022) stress that quality interaction between officers and inmates is a key element in shaping a new, adaptive personality. However, in



Indonesian prisons, the officer-to-inmate ratio is still highly disproportionate, making it difficult to provide individual attention. This condition affects the overall success of rehabilitation programs.

Physical facility limitations are also a significant obstacle in implementing personality development. Overcrowding is one of the most critical issues, directly impacting program quality. The Directorate General of Corrections (Ditjenpas) report in 2023 recorded 272,173 inmates in facilities with an ideal capacity of only 140,424. Consequently, classrooms for training, counseling facilities, and places of worship are inadequate to accommodate all inmates. Parker (2021) points out that overcrowding not only hinders program effectiveness but also increases the risk of conflict and psychological distress among inmates.

The disposition variable, or the attitudes of policy implementers, is another important factor influencing the success of personality development. Although most officers are committed to helping inmates change, high workloads and limited institutional support cause many to experience burnout. Fatmawati and Riski (2023) reveal that emotional exhaustion can reduce empathy toward inmates, making rehabilitation interactions more administrative than educational. When the humanistic aspect of rehabilitation is lost, achieving its goals becomes much harder.

A rigid bureaucratic structure is also a recurring theme in the reviewed studies. Lengthy, layered procedures in the correctional system slow down decision-making regarding development programs and make them unresponsive to inmate needs. Lynch and Sabol (2022) explain that hierarchical bureaucracy often hampers program flexibility—for example, when arranging additional counseling sessions requires multiple layers of approval and ultimately fails to happen. This makes personality development programs less able to adapt quickly to field conditions.

In terms of program types, religious development is the most widely implemented in Indonesian prisons. Activities such as religious study groups, spiritual lectures, and guidance sessions have proven helpful in controlling emotions and increasing moral awareness among inmates. Fatmawati and Riski (2023) find that sustainable religious programs can provide inmates with peace of mind and new hope, encouraging them to abandon criminal behavior. However, without integration with other programs such as vocational training or formal education, religious development alone is insufficient to ensure successful social reintegration.

Legal awareness development is also an important focus in several reviewed articles. These programs aim to increase inmates' understanding of laws, rights, and obligations as citizens. Parker (2021) emphasizes that good legal awareness can prevent reoffending after release, as inmates understand the legal consequences of their actions. However, the challenge lies in delivering legal material in a practical and relevant way so that it is easily understood by inmates from diverse educational backgrounds.

In addition, some studies highlight the importance of intellectual development and vocational training as part of personality development. Lynch and Sabol (2022) show that inmates who participate in vocational training have a higher chance of finding employment after release, thereby reducing the risk of recidivism. However, such training programs and facilities remain limited in many Indonesian prisons. Budget and resource constraints often mean that these programs only reach a small portion of inmates.

The review also shows that physical and mental health development programs have not yet received optimal attention. Fatmawati and Riski (2023) note that neglected physical and mental health can hinder the rehabilitation process as a whole. When inmates experience health problems or prolonged stress, they find it difficult to focus on the rehabilitation programs provided. Therefore, a holistic approach that combines physical, mental, spiritual, and social aspects is needed for personality development to be truly effective.

Overall, findings from the 20 analyzed articles confirm that the success of personality development heavily depends on the coordination among policy variables such as communication, resources, disposition, and bureaucratic structure. Kitchenham et al. (2020) assert that good policy implementation depends not only on strategy formulation at the central level but also on how policies are understood and executed by field implementers. Without clear communication and adequate resources, personality development policies risk becoming mere formalities without real impact on reducing recidivism.

This discussion leads to the conclusion that although Indonesia's personality development policy framework is relatively sound, major challenges remain in its implementation stage. Strengthening human resources through continuous training, improving facilities to address overcrowding, and streamlining bureaucratic structures to be more responsive to inmate needs are essential. In addition, evidence-based evaluation must be an integral part of every development program to ensure its long-term effectiveness. With these improvements, personality development can play a more optimal role in reducing recidivism rates and supporting the social reintegration of inmates in Indonesia.

#### 4. CONCLUSION

The findings of the Systematic Literature Review on 20 scholarly articles regarding personality development programs in correctional institutions indicate that such programs play a strategic role in reducing recidivism rates and preparing inmates for social reintegration. Correctional policies in Indonesia have placed personality development as one of their main priorities, encompassing religious guidance, legal awareness, intellectual growth, nationalism, as well as physical and mental health. However, the review reveals a significant gap between the formulated policies and their implementation in practice. The main challenges identified include inconsistent policy communication, limited human resources and infrastructure, varying attitudes and motivation among implementers, and a rigid, hierarchical bureaucratic structure. These factors hinder the optimization of rehabilitation programs, resulting in less-than-maximal impact on inmates' behavioral change.

Furthermore, the findings show that most rehabilitation programs tend to be ceremonial in nature, lacking in-depth, evidence-based evaluation. Evaluations are often focused on inmate attendance rather than sustainable behavioral change or the ability to avoid criminal acts post-release. In fact, data-driven evaluations are crucial for measuring program effectiveness and providing concrete input for policy improvement. The research also highlights that integration between different types of rehabilitation remains weak; for example, religious programs often run independently without being linked to vocational training that could support inmates' economic reintegration after release. Therefore, a holistic approach combining various rehabilitation aspects needs to be applied to achieve optimal rehabilitation outcomes.

Based on these findings, this study offers several strategic recommendations for policymakers and prison administrators. First, policy communication between the central and local levels should be strengthened, including the development of clear technical guidelines and training for staff to ensure uniform implementation. Second, there is an urgent need to improve both the quality and quantity of human resources, such as recruiting psychologists, counselors, and spiritual advisors, as well as providing continuous training so they can professionally address inmates' needs. Third, the government should address the overcrowding issue by expanding prison capacity or developing alternative programs such as community-based rehabilitation for low-risk inmates. Fourth, data-driven evaluations must become an integral part of rehabilitation programs, using clear indicators such as post-release recidivism rates, behavioral changes, and readiness for social

reintegration. Fifth, bureaucratic structures should be streamlined to ensure faster and more responsive decision-making regarding rehabilitation programs.

By implementing these recommendations, personality development programs in Indonesia's correctional institutions can operate more effectively and sustainably. Evidence-based approaches, clear communication, and adequate resource support will be key to achieving significant behavioral change among inmates, thereby ensuring that the ultimate goals of correctional policy—rehabilitation and social reintegration—are achieved optimally, contributing positively to public safety and order.

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