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Institutional Isomorphism at LPSK in Enforcement of The Rights to Psychosocial Rehabilitation for Victims of Crime in Indonesia

(Isomorfisme Institusional LPSK dalam Penegakan Hak Rehabilitasi Psikososial Korban Tindak Pidana di Indonesia)

Mahari Is Subangun✉; Sudarsono Hadjosoekarto
Department of Sociology, University of Indonesia, Jakarta
✉mahari.is@ui.ac.id

ABSTRACT: This research explains how isomorphism occurs in the Indonesian Witness and Victim Protection Agency (LPSK) and helps strengthen inter-agency collaboration in implementing psychosocial services for victims of crime in Indonesia. This research uses an organizational sociology approach with an isomorphism point of view in order to be able to see the strength of the roles and relations of institutions in carrying out psychosocial services for victims of crime. By using Soft Systems Methodology (SSM) combined with Textual Network Analysis (TNA), this study finds that coercive isomorphism in government agencies is the main driver in causing mimetic and normative isomorphism, while the private sector is driven by stereotypical isomorphism. In particular, in LPSK, isomorphism occurs due to coercive encouragement from Law Number 31 of 2014 concerning the Protection of Witnesses and Victims to provide psychosocial services to victims of criminal acts. This encouragement gave rise to mimetic isomorphism in various forms of cooperation so that in the end normatively, it can be said that the LPSK has turned into a professional institution in providing psychosocial rights services for victims of criminal acts. In addition, this study provides recommendations regarding the role of state institutions and collaboration between cooperative institutions in fulfilling the rights of victims of criminal acts in Indonesia, especially psychosocial rights.

***ABSTRAK**: Riset ini menjelaskan bagaimana isomorfisme terjadi di Lembaga Perlindungan Saksi dan Korban (LPSK) Indonesia serta membantu memperkuat kerja sama antar lembaga dalam melaksanakan layanan psikososial bagi korban tindak pidana di Indonesia. Riset ini akan menggunakan pendekatan sosiologi organisasi dengan sudut pandang isomorfisme karena mampu melihat kekuatan peran dan relasi institusi dalam melaksanakan layanan psikososial bagi korban tindak pidana. Dengan menggunakan Soft Systems Metodology (SSM) yang dikombinasikan dengan Textual Network Analysis (TNA) studi ini menemukan bahwa isomorfisme koersif di instansi pemerintah menjadi pendorong utama dalam memunculkan isomorfisme mimetik dan normatif sedangkan sektor privat terdorong oleh stereotypical isomorfism. Secara khusus, dalam LPSK, isomorfisme terjadi karena adanya dorongan koersif dari Undang-Undang Nomor 31 Tahun 2014 tentang Perlindungan Saksi dan Korban untuk memberikan layanan psikososial kepada korban tindak pidana. Dorongan ini menimbulkan isomorfisme mimetik dalam berbagai bentuk kerja sama hingga akhirnya secara normatif, dapat dikatakan bahwa LPSK telah berubah menjadi lembaga yang professional dalam pemberian layanan hak psikososial bagi korban tindak pidana. Selain itu studi ini memberikan rekomendasi terkait peran institusi negara dan kolaborasi antar institusi kerja sama dalam pemenuhan hak-hak korban tindak pidana di Indonesia terutama psikososial.*

Keywords:
institutions;
isomorphism;
psychosocial;
soft systems methodology;
victims

Kata Kunci:
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korban;
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1. Introduction

The presence of Law Number 13 of 2006 concerning Protection of Witnesses and Victims, as amended by Law Number 31 of 2014 concerning Amendments to Law Number 13 of 2006 concerning Protection of Witnesses and Victims (UU LPSK), is a form of implementation of the need communities who are victims of criminal acts to be empowered to support their role in achieving a just and at the same time efficient criminal justice process in the sense of providing guarantees of protection and assistance to victims. One form of such implementation is the establishment of the Witness and Victim Protection Agency (LPSK) on 8 August 2008. LPSK is an institution that has the duty and authority to provide protection and other rights to Witnesses and/or Victims as stipulated by the Law.

The implementation of the duties and authorities of the LPSK to provide protection and other rights to Witnesses and/or victims must be supported by integrated internal management, internal regulations and SOPs that underlie the implementation of tasks, adequate work facilities/infrastructure so as to create a conducive working atmosphere, management accountable budget. In addition, in order to realize a professional, effective, efficient, accountable LPSK organizational performance system and climate, as well as quality services, reliable and professional staffing is needed, an appropriate and accurate planning system, legal guidance, preparation of appropriate and accurate policy materials and effective and efficient office administration management.

Studies related to the fulfillment of services for victims of crime, especially psychosocial services in Indonesia, generally discuss psychology, mental health and law. The study conducted by Eprina Mawati focused more on criminal law policies related to psychosocial rehabilitation for victims of terrorism.[1] Meanwhile, Richard Barton reviews the importance of psychosocial rehabilitation as an important component of community support for people with severe psychiatric disorders.[2] Pandu Pramudita Sakalasastra emphasized that psychosocial impacts are very closely related to psychological studies.[3] This research will not discuss the psychosocial substance but how institutional cooperation in psychosocial services is carried out by LPSK within the broad framework of the theory of isomorphism.

The definition of a victim based on Article 1 number (3) of the LPSK Law is "a person who suffers physical, mental and/or economic loss as a result of a crime. The forms of assistance that can be provided to victims of criminal acts by the LPSK, one of which is regulated in Article 6 paragraph (1) which states that "Victims of gross human rights violations, Victims of criminal acts of terrorism, Victims of criminal acts of trafficking in persons, Victims of criminal acts of torture , Victims of criminal acts of sexual violence, and victims of serious abuse, apart from having the rights referred to in Article 5, are also entitled to receive (a) medical assistance; and (b) psychosocial and psychological rehabilitation assistance".

One of the major challenges of the witness and victim protection program is restoring the rights of victims so that they are able to carry out their social functions normally. This right is part of the rule of law which aims to uphold civilized human values and respect/protect human rights.[4] To achieve this goal, the state mandates the LPSK and related agencies, in order to carry out psychosocial rehabilitation in order to improve the quality of life of victims. Legally formal, psychosocial services appear in the LPSK Law. Psychosocial services are defined as all forms of psychological and social services and assistance aimed at helping to relieve, protect and restore physical, psychological, social and spiritual conditions so that they are able to carry out their social functions normally again. In this regulation, the LPSK is mandated to provide medical, psychological and psychosocial assistance services to victims of criminal acts. The regulation also provides space for LPSK to cooperate with other agencies regarding the provision of psychosocial services.

1 Eprina Mawati, Lies Sulistiani, and Agus Takariawan, "Kebijakan Hukum Pidana Mengenai Rehabilitasi Psikososial Korban Tindak Pidana Terorisme Dalam Sistem Peradilan Pidana," *JURNAL BELO* 5, no. 2 (May 17, 2020): 34–56, https://doi.org/10.30598/belovol5issue2page34-56.

2 Barton, Richard, Psychosocial Rehabilitation Services in Community Support Systems: A Review of Outcomes and Policy Recommendations, Psychiatric Services Vol 50 No. 4, (Apr 1, 1999): 525-534, https://doi.org/10.1176/ps.50.4.525

3 Pandu Pramudila Sulakalasastra, "Dampak Psikososial Pada Anak Jalanan Korban Pelecehan Seksual Yang Tinggal di Liponsos Anak Surabaya," *Jurnal Psikologi dan Kepribadian Sosial* Vol 1 No. 02 (Juni, 2012): 68-72

4 Barda Nawawi Arief, *Masalah Penegakan Hukum Dan Kebijakan Hukum Pidana Dalam Penanggulangan Kejahatan* (Jakarta: Kencana Prenada Media Group, 2007), 10–13.

Psychosocial services for victims of criminal acts in Indonesia are quite unique and can be a topic of discussion in efforts to fulfill victims' rights. LPSK as an institution that combines protection and assistance for witnesses and victims of crime is hardly found in other institutions in the world except Rwanda. Generally, European and American countries separate witness protection from protection and assistance to victims. European countries, for example, combine the function of witness protection in the police which are members of Europol, while the United States places witness protection in the US Marshall which is under the federal judiciary. On the victim's side, the process of fulfilling their rights often ignores the existence and situation faced by the victim during or after the trial process has taken place. It seems that victims are only needed at the time of examination when giving information either at the investigative level or during trial, while their rights to recovery such as medical assistance, psychosocial and psychological rehabilitation and compensation as victims of crime do not get an equal portion.[5]

In 2022, according to the LPSK there are 278 victims who have been provided with psychosocial services with a total budget of Rp. 729,049,700.00 sourced from government/BUMN partners in the amount of Rp. 139,917,200.00, and non-government partners Rp. 589,132,500.00. Unfortunately, the implementation of these psychosocial services only touches on the output aspects of activities such as entrepreneurship training/training, capital assistance, food assistance, and educational assistance. Meanwhile, the aspect of outcame, as implied in the law, as well as the evaluation related to how these victims can recover socially are still not fully visible. This outcome indicator is actually one that cannot be measured properly, whether with these entrepreneurship training/ training activities the victims are then able to recover economically.

Psychosocial services are actually nothing new. In Indonesia, the Ministry of Social Affairs has implemented similar services for socially vulnerable groups. LPSK then tries to adapt the psychosocial services that have been carried out by the Ministry of Social Affairs to be applied to victims of criminal acts. The LPSK process of finding a model of psychosocial services as the rights of the victims is an interesting study to study. On the one hand, the LPSK needs to adopt rights services for witnesses and/or victims from similar institutions both outside and within the country, but on the other hand, the LPSK is still faced with various problems of internal organizational development, provision of funds and cooperation with other institutions.

The implementation of psychosocial rights services for victims of criminal acts does not only rely on legal substance, but needs to be supported by various institutions as implementers of these services. Implementation of services as a manifestation of the rights of victims, of course, must be well organized. There needs to be clear rules and technical guidelines regarding authority, working procedures and mechanisms, organizational structure, and how to build cooperation with other institutions.

The prediction that organizations will become similar to other organizations due to institutional pressure has been explained by institutional isomorphism theory, both due to coercive, normative and mimetic forces. Ashworth's research has shed light on how public sector organizations have generally changed to become more similar to one another due to institutional pressures. Hawley quoted in DiMaggio and Powell states that isomorphism is a process that encourages one unit in a population to resemble another unit in the face of the same environmental conditions.[6] Therefore, Rhoades and Sporn (2002) see it as a sociological theory that explains how organizational systems become similar over time.[7] Puguh Prasetyo Utomo in his dissertation proposes stereotypical isomorphism which affects organizational perceptions of a problem that is still a matter of controversy.[8]

Regarding institutional cooperation, coercive, mimetic and normative processes are interesting to watch. Who and how do the institutions adjust to each other, both due to policy pressures and due to other institutions within the framework of the cooperation.

Ansell and Gash view collaborative governance as encompassing one or more public agencies that are directly involved with non-public stakeholders in decision-making processes to implement common goals.

5 Abdul Haris Semendawai, perlindungan saksi dan korban antara tanggung jawab hukum, pemenuhan hak dan perlindungannya*, Jurnal Perlindungan Saksi dan Korban,* vol. 2 no. 1 (2012): 5-17.

6 Paul J DiMaggio, "Interest and Agency in Institutional Theory," in *Institutional Patterns and Organizations: Culture and Environment* (Cambridge: MA: Ballinger Pub, 1988), 3–21.

7 G Rhoades and B Sporn, "Quality Assurance in Europe and the U.S.: Professional and Political Economic Framing of Higher Education Policy," *Higher Education* 43, no. 3 (2002): 355–90, https://doi.org/10.1023/A:1014659908601.

8 Puguh Prasetyo Utomo, *Institutionalized Resistance? Public School Responses to Contradictory Institutional Logics*, Doctoral Dissertations at the University of Agder 34, (2021): 103-104

National level policies will encourage institutions to work together in the implementation of psychosocial services for victims and limited resources will actually make institutions share roles with each other and adjust their tasks and functions in this cooperation system. LPSK as the recipient of the mandate of the Law is most visibly under pressure from the three isomorphic domains, while the cooperative institutions are also starting to be open in regard to the rights of victims of criminal acts.

The discussion in this paper is divided into six sub-topics. The first sub subject is described regarding the implementation of LPSK psychosocial services, which includes the types of services and LPSK cooperation with related institutions. The second sub-subject describes the application of SSM and isomorphism. Mapping problems using Rich Picture Diagrams (RPD) is presented in the third sub-topic. The next sub-section explains the root definition using CATWOE analysis. The fifth sub-discussion presents a conceptual model of psychosocial service institutional cooperation. the last section describes institutional isomorphism and human rights.

2. Research Method

Soft systems methodology (SSM) is used when you want to describe a problem that exists within an organization. SSM primarily provides a framework for tackling real-world problems that require an understanding of organizational culture to reach appropriate solutions. SSM is very suitable to assist an organization in carrying out a goal and designing activities to achieve that goal. SSM will outline problems related to weak institutional cooperation in psychosocial services for victims of criminal acts. In its ultimate goal, SSM is useful for redirecting the goals of each organization/institution or collaborating actors so that they focus on problem solving.[9]

The data used in this study include primary data and secondary data. Data collection techniques to obtain primary data are interviews (interviews) while secondary data are obtained through literature review (literature review) and online data (big data). Primary data will be collected by semi-structured interviews with informants. According to Estenberg, as quoted by Sugiyono, this type of semi-structured interview is included in the in-depth interview category, which is carried out more freely when compared to structured interviews. The use of this model of interview is to find a more open problem and provide space for respondents to express their opinions.[10] Interviews were conducted with LPSK as a key actor in psychosocial services for victims of crime, while other actors who were also explored were the Ministry of Social Affairs representing government agencies, Pegadaian representing BUMN, BAZNAS, LAZISMU representing philanthropy, and YIIM representing non-governmental organizations.

In the process of qualitative research, Merriam (1988)[11] and Marshall & Rosman (1989)[12] argue that data collection and analysis should be carried out in a series of concurrent processes. During data analysis, data will be arranged by category and chronologically and reviewed continuously by giving a code to each category.[13] Data collection was also carried out with the help of computerized technology with the Nvivo application to capture news and articles related to research, which were then processed and visualized using the gephi application to obtain Textual Network Analysis (TNA).

The stages in SSM are carried out to obtain a complete picture of the problem and the strategy for solving it. RPD is a series of pictures that summarizes everything that is known by the observer (observer) about the situation being studied. The actual situation in the real world is expressed by a number of images and symbols, as well as lines that are interconnected, to form a story and is able to provide an overall understanding and perspective (helicopter view). In its description, RPD must be able to describe the problems that occur in the real world, the owners of these problems or problems and how the transformation is expected. According to Monty, RPD is an important process in the SSM approach.

9 Nur Muhammaditya et al., "Institutional Divergence of Digital Item Bank Management in Bureaucratic Hybridization: An Application of SSM Based Multi-Method," *Systemic Practice and Action Research* 35, no. 4 (August 2022): 527–53, https://doi.org/10.1007/s11213-021-09579-4.

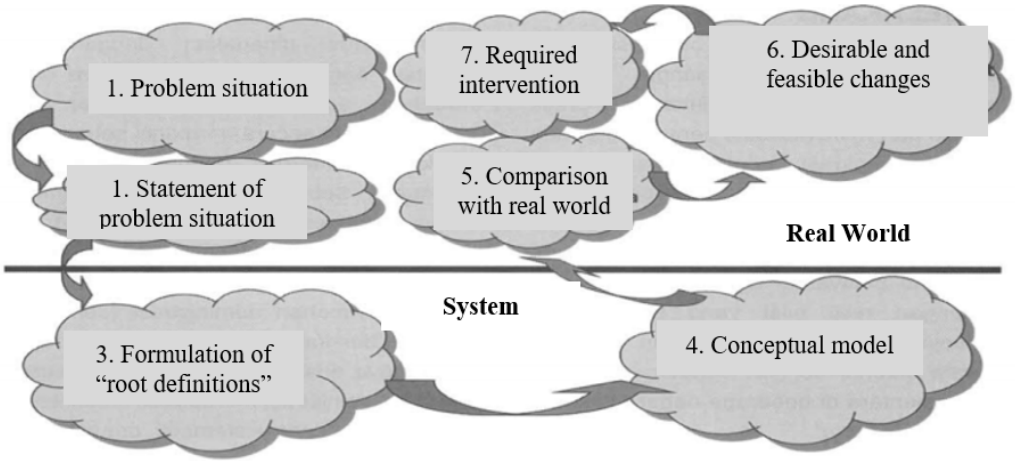
10 Sugiyono, *Metode Penelitian Pendidikan Pendekatan Kuantitatif, Kualitatif, Dan R&D* (Bandung: Alfabeta, 2010), 233.

11 S.B Merriam, *Case Study Research in Education: A Qualitative Approach* (Jossey-Bass: San Francis-co, 1988), 44–60.

12 Catherine Marshall and Gretchen B Rossman, *Designing Qualitative Research* (Newbury Park, CA: SAGE Publications, 1989), 75–80.

13 J W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (SAGE Publications, 2013), https://books.google.co.id/books?id=EbogAQAAQBAJ.

Figure 1. Stages of Soft Systems Methodology



Source: Adaptation of Checkland and Scholes model

Root definition will produce a conceptual model. In preparing the root definition, each analysis element that appears in the RPD must be seen, because later the root definition will produce a conceptual model. The conceptual model itself will identify the minimum activities required to drive a system. In addition, the conceptual model also describes the relationship between activities. A good root definition formulation must contain effective sentences and be stated in the form of statements that will answer the questions what, why and how. In compiling the root definition, we can describe the elements which are abbreviated as CATWOE, short for customer, actor, transformation, worldview, owner and environment.

CATWOE is closely related to the root definition. CATWOE is an analytical approach that helps us create a rich picture. CATWOE is also very useful for formulating and enriching root definitions to be made. CATWOE analysis can assist in the development of a thorough root definition. We will define Customer, Actor, Transformation, World view, Owner and Environment. In describing CATWOE, we use 3E Analysis, especially in describing T (transformation). In the 3E analysis, we will explain how the transformation fulfills the following criteria:

1. Efficacy, namely whether the way the transformation can be carried out in creating outcomes.
2. Efficiency, namely whether the transformation can be achieved with minimum resources, but with maximum results.
3. Effectiveness, namely whether the transformation can deliver to a higher level and whether the transformation meets long-term goals.

In some cases or research, there is also an analysis of the 5E which is a refinement of the 3E, where efficacy, efficiency and effectiveness are then added with elegance and ethicality. However, 3E analysis is indeed more widely used than 5E analysis, because elegance and ethically are more complementary and appear when we are faced with a transformation that is already sustainable. In this case, 5E is more suitable to be applied in the evaluation case of the transformation process that has been implemented, while 3E is more suitable for answering basic questions about what, why and how the transformation will be carried out.

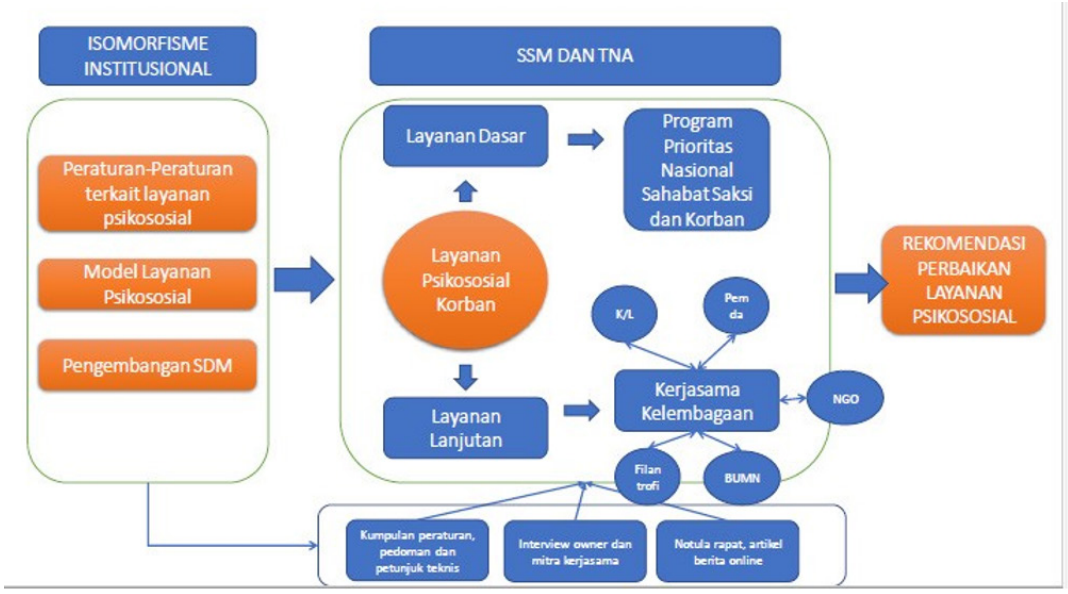
Segev developed the TNA approach in analyzing the structure and patterns of word networks in documents or text data which are sources of research. The nodes in the TNA visualization will help in seeing the most narrated words or groups of words in order to be able to describe social situations within the framework of a word network. In this study, TNA visualization will be used to strengthen SSM in the first stage, namely looking at various problems surrounding the implementation of psychosocial services, as well as looking bureaucratically at the strength of the political structure and budget through documents of related laws and regulations.[14]

Institutional isomorphism in the LPSK can be seen from the regulations related to psychosocial rights services for victims of criminal acts, both mandatory and those made by the LPSK as the implementation of this mandate. In isomorphism, the rules enter into temporary coercive isomorphism to respond to the mandate and

14 Elad Segev, "Textual Network Analysis: Detecting Prevailing Themes and Biases in International News and Social Media," *Sociology Compass* 14, no. 4 (April 2020): 1–14, https://doi.org/10.1111/soc4.12779.

various problems in the implementation of psychosocial rights services. The LPSK is mimetically isomorphic as seen in the psychosocial service model and the development of LPSK's internal human resources. Meanwhile, in realizing more professional institutional cooperation, the LPSK's breakthrough in realizing the victim-witness friend program and realizing victim assistance funds is a normative isomorphism that elevates the LPSK as a professional organization at the Indonesian bureaucratic level.

Figure 2. Research Framework



Compiled from various sources

Psychosocial services as the rights of victims of criminal acts in practice can be provided by the LPSK through collaboration with third parties. The emergence of Law Number 12 of 2022 concerning Crimes of Sexual Violence (TPKS Law) opens up greater space for how to create psychosocial service rights through victim assistance funds, which technically need to be strengthened by derivative regulations from the TPKS Law. LPSK's internal transformation coupled with cooperation with institutions, both government and private, is expected to lead to more professional psychosocial services, and an evaluation of this will issue recommendations for improvements to the victim's psychosocial rights services.

3. Discussion

3.1 Implementation of LPSK Psychosocial Services

The definition of psychosocial rehabilitation as referred to in Article 6 paragraph (1) of the LPSK Law in its explanation is "All forms of psychological and social services and assistance aimed at helping to relieve, protect and restore the victim's physical, psychological, social and spiritual conditions so that they are able to carry out their functions return to normal social status, among others, the LPSK seeks to improve the quality of life of victims by collaborating with relevant authorities in the form of assistance in fulfilling clothing, food, shelter, assistance in obtaining employment, or assistance in continuing education.

In 2022, LPSK seeks to increase acceleration, collaboration and breakthroughs in efforts to fulfill the psychosocial rehabilitation rights of victims of criminal acts. Collaboration to strengthen the fulfillment of psychosocial rehabilitation is carried out by cooperating with Ministries/Institutions, BUMN and Civil Society Organizations, as well as Philanthropic Institutions. There will be 249 victims in 2021 and 194 victims in 2022 who will receive psychosocial services as shown in the following figure:

Table 1. Number of LPSK Psychosocial Services

NO	Type of Crime	2021	2022
1	Gross Human Rights Violations	85	74
2	Sexual Violence	44	61

NO	Type of Crime	2021	2022
3	Terrorism	104	32
4	Other Crimes	3	21
5	Criminal act of people-trafficking	6	4
6	Domestic violence	2	2
	Total	249	194

Source: processed from the 2021 and 2022 LPSK annual reports

In contrast to Eprina Mawati's study which highlighted criminal law policies regarding the psychosocial rehabilitation of victims of criminal acts of terrorism in the criminal justice system, the practice of psychosocial services studied in this article is more focused on the implementation side and includes victims of criminal acts as a whole in accordance with the authority of the LPSK.[15] The first collaboration undertaken by LPSK was to try to partner with government agencies that both use the state budget. The Ministry of Social Affairs in collaboration with the LPSK has provided food assistance and productive economic assistance for victims of terrorism and victims of gross human rights violations. The Ministry of Education through the PIP (Smart Indonesia Program) program and educational equipment assistance, the Regional Government through the school transfer program, and the Indonesian National Police through the police training program for victims of terrorism from members of the Indonesian National Police.

Collaboration with BUMN and Philanthropic Institutions in implementing psychosocial programs is also carried out, such as with PT. Pegadaian (Persero) Regional Office VIII Jakarta I in 2020 through various humanitarian programs. Together with Philanthropic Institutions and Amil Zakat Institutions, this was carried out, among others, with Lazis Muhammadiyah (LAZISMU) and Dompet Dhuafa Republika. LPSK proposes 7 proposals to be included in the collaborative pilot project between LAZISMU and LPSK. In addition, a psychosocial program collaboration was carried out with Dompet Dhuafa Republika by providing educational assistance for victims of sexual violence and assistance with business carts which had been realized in the previous year. Civil society is also involved in psychosocial rehabilitation programs such as the LPSK's collaboration with the Indonesia Inspiration Building Foundation (YIIM).

Table 2. LPSK Collaboration with Agencies

Government Partner/BUMN	Types and Forms of Assistance	Rupiah value	Amount covered
BAZNAS	Assistance with medical equipment and medicines	500,000	1
PT Pegadaian	Business Capital Assistance	26,000,000	4
PT.BNI	Food Security Assistance	50,000,000	100
LPSK	Business Capital Assistance	3,630,000	2
	Batik Technique Training and Grape Cultivation Training	59,787,200	40
Sub-Total		139,917,200	147
Non-government	**Types and Forms of Assistance**	**Rupiah value**	**Jumlah Terlindung**
YIIM and LPSK	Assistance with medical equipment and medicines	6,425,900	1
	Barista Apprentice Training	17,941,000	3
Dompet Dhuafa	Education fee assistance	5,020,000	3
UNODC and LPSK	Psychological Recovery Assistance in the form of "Self Love" Training	533,435,600	30

15 Mawati, Sulistiani, and Takariawan, "Kebijakan Hukum Pidana Mengenai Rehabilitasi Psikososial Korban Tindak Pidana Terorisme Dalam Sistem Peradilan Pidana."

Non-government	Types and Forms of Assistance	Rupiah value	Jumlah Terlindung
KWI and LPSK	Training on Agriculture, Catfish Livestock and Food Processing	26,310,000	10
Sub-Total		589,132,500	47
Total		729,049,700	194

Source: DPR RI Commission III Work Meeting with LPSK on 16 January 20233.2

3.2 Implementation of SSM and Isomorphism

Institutional isomorphism is an increasingly important concept in the era of digital bureaucracy against formal ceremonial and administrative politics and culture embedded in organizational life, especially in public sector organizations in Indonesia. According to Akbar et al. (2012),[16] studies that adopt institutional theory assume that organizations compete not only for resources and customers, but also for political power and institutional legitimacy. There are three mechanisms of isomorphism change, namely 1) coercive isomorphism rooted in the influence of political policies. Coercive power is external pressure that comes from elements of government, laws and regulations, and other institutions to adopt a structure or system. 2) mimetic isomorphism, which is the result of standards for responding to uncertainty, and 3) normative isomorphism, which is associated with professionalization. Mimetic processes occur in institutional cooperation institutions, which, although they consist of various sectors, tend to adapt to each other with members of the cooperation. Under normative pressure, bureaucratic reform, especially in the digital governance era, will spur institutions to improve the quality of performance.[17] Meanwhile in private sector organizations, stereotype isomorphism is stronger because there is a common perspective in understanding the rights of victims of crime.

Institutional isomorphism is seen in changes in organizational nomenclature, rules and substance of services. In accordance with the mandate of the LPSK Law that the right to psychosocial services for victims of criminal acts is collaborated with other agencies, the LPSK has challenges in realizing this cooperation. The model of cooperation, especially in funding psychosocial rights services, was then strengthened by the passing of the TPKS Law which mandated victim assistance funds, in line with the lack of funding problems in implementing the intended psychosocial rights services. This study focuses on how institutional isomorphism in LPSK in providing psychosocial services for victims of criminal acts with a focus on the question of how institutional isomorphism, both coercive, mimetic and normative, is able to create a victim trust fund in order to fulfill the right to psychosocial services for victims of crime, as well as how institutions cooperation due to normative and stereotypical pressures then plays a role in the strategy of increasing victims' access to psychosocial services.

Systematic thinking is a way of thinking that views a problem holistically, not partially. The essence of system-wide thinking is (1) to simplify the complexity of the real world without losing the essence of the system itself; (2) learning, lesson or learning process interpreted as a process of change to replace old ways of thinking with new ways.[18] System analysis will help detect the flow of causality that is running or that is obstructed, as well as the factors that cause actors not to play a role in carrying out their functions. System analysis also has the potential to find alternative solutions through adjustments, deletions, and additions to structures and working mechanisms in the new model concept. System analysis in the implementation of psychosocial services for victims of criminal acts allows the concept of isomorphism to be applied in seeing the extent to which institutions can adopt each other's organizational structure and culture, respond to uncertainty, or improve its professionalism.

The isomorphism movement becomes more interesting when faced with various institutions with different backgrounds and goals. The interaction between private and public sector institutions in psychosocial services is

16 R Akbar, "Institutional Isomorphism Dalam Akuntabilitas Kinerja Sektor Publik Di Indonesia," *Ebnews Fakultas Ekonomika Dan Bisnis Universitas Gadjah Mada Yogyakarta*, 32-34.

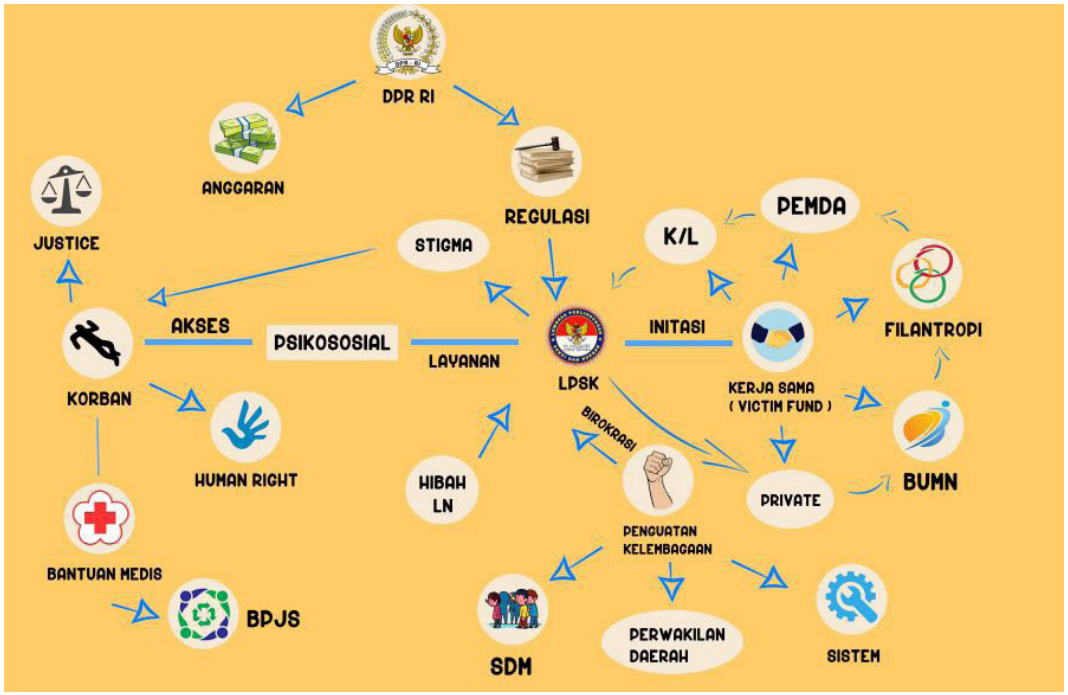
17 R. Ashworth, G. Boyne, and R. Delbridge, "Escape from the Iron Cage? Organizational Change and Isomorphic Pressures in the Public Sector," *Journal of Public Administration Research and Theory* 19, no. 1 (November 13, 2007): 165–87, https://doi.org/10.1093/jopart/mum038.

18 Sudarsono Hardjosoekarto, *Krisis Di Mata Presiden: Kaidah Berfikir Sistem Para Pemimpin Bangsa* (Yogyakarta: Mata Bangsa, 2003), 33–37, https://books.google.co.id/books?id=9uHsAAAAMAAJ.

interesting to observe. Compared to the private sector which aims to gain profits with measurable performance, the public sector is faced with performance that is less accurately measured, and monitoring is more sporadic.

3.3 Rich Picture Diagram: Problem Mapping

Figure 3. Rich Picture Diagram



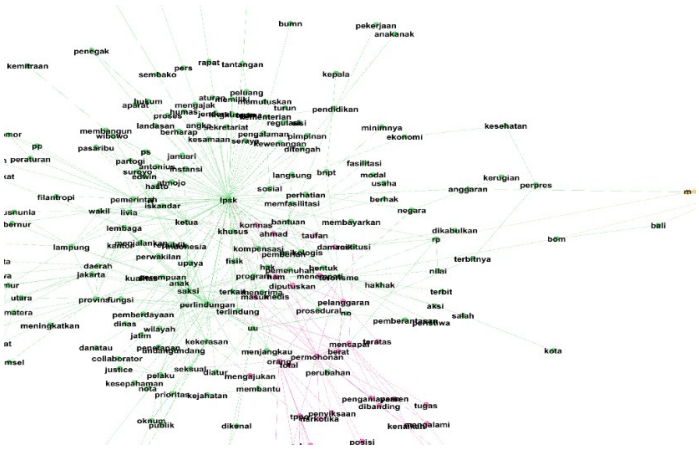
Compiled from various sources

Some of the problems that can be described in the RPD visualization above are:

1) Budgetary issues have been a classic problem since the establishment of the LPSK, where the rights of victims of criminal acts are still not visible in national priority programs, compared to programs for eradicating corruption, BPJS for health, poverty alleviation and other social issues. Even Presidential Regulation Number 82 of 2018 concerning Health Insurance is increasingly not in favor of victims where victims of crime cannot be claimed by BPJS.
2) The role of the LPSK in the institutional cooperation of psychosocial services is too dominant, while the role of other institutions is seen as limited to each activity project.
3) Regulations for psychosocial services that are only found in the Law on the Protection of Witnesses and Victims make other government institutions hesitate to intervene technically in regulations.
4) There is still a gap between the professionalism of government institutions and the professionalism of private institutions in relation to human resources, budgeting patterns, transparency and reporting.
5) Services related to victims of crime are still considered a sensitive and unattractive area for private sector institutions, even the connotation of victims of crime or victims of crime has a negative perception so that it is considered counterproductive for the private sector which is concerned with image.

Until now, the implementation of psychosocial services with inter-agency collaboration schemes is still encountering obstacles. The lack of understanding about the rights of victims of criminal acts makes many agencies reluctant to touch this area. The same perception in placing the position of the victim of a crime then becomes the encouragement of other organizations outside the LPSK to take part in the implementation of the psychosocial rehabilitation of the victim. Stereotypical isomorphism began to occur when the LPSK built a collaborative network and intensely explained to partners the rights of victims of criminal acts. Pegadaian and Baznas, for example, have started to actively distribute funds to victims since the LPSK conducted explanations and outreach to the two organizations. Various obstacles related to the implementation of psychosocial services have been attempted to be mapped in the TNA which is abstracted from various press releases related to psychosocial services during 2020-2022, as shown in the figure below.

Figure 4. TNA visualization



Source: processed from press releases 2020 - 2022 with psychosocial keywords, victims of crime

3.4 Root Definition

According to the author, the most fundamental problem in psychosocial services is that a funding system has not been created in psychosocial services for victims. In the third stage, SSM will determine the focus of the problem which is then extracted in the root definition. Furthermore, the definition of the problem chosen is "National Action Plan for Cooperation with victim trust funds in the implementation of psychosocial services as access to justice for victims of criminal acts". CATWOE's description of the root definition that has been determined is as follows:

Table 3. Root Definition

Customer	Victims of crime
Actor	Government institutions, private sector, non-government organizations
Transformation	Availability of joint funds (victim trust fund) for victims of crime.
Worldwide	Strengthening cross-sectoral roles and coordination will strengthen the psychosocial service system for victims of crime
Owners	Government (LPSK)
Enviromental	Indonesian law enforcement environment

CATWOE analysis results

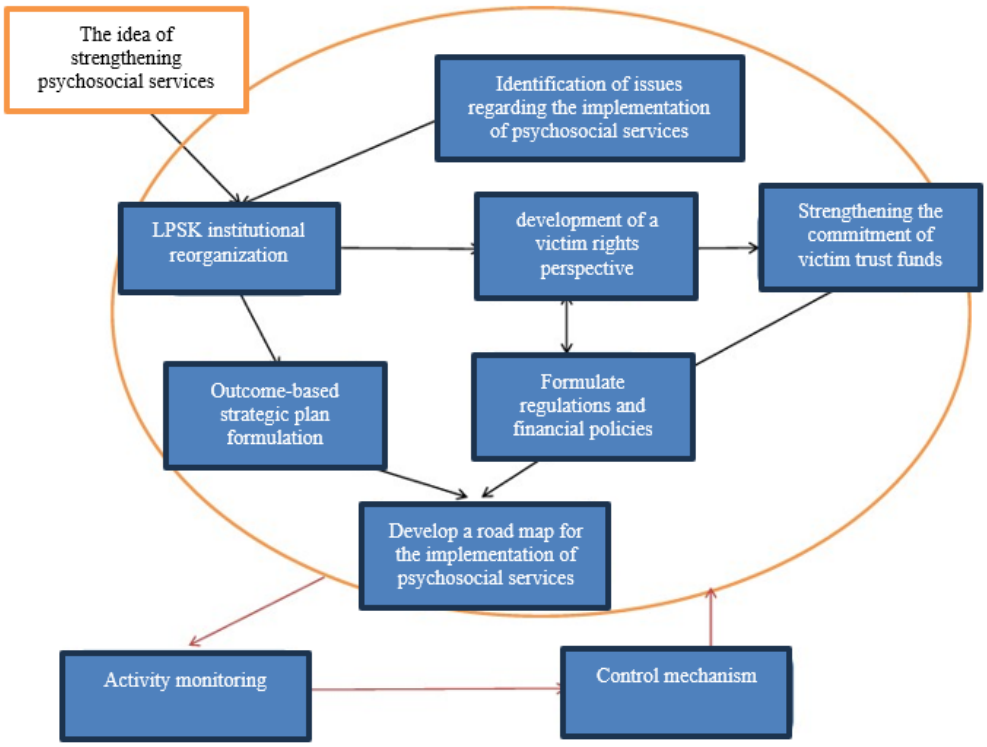
3.5 Conceptual Model of Psychosocial Service Institutional Cooperation

In the fourth stage of the SSM, a conceptual model was built to explain a transformation system, the purpose of which was to combine shared visions and interests in a grand strategy of strengthening institutional cooperation in psychosocial services for victims of crime. The conceptual model is divided into seven main activities and two monitoring and evaluation activities needed to achieve this goal.

The first activity is to identify issues regarding the implementation of psychosocial services. This identification can be done by conducting an evaluation analysis of the implementation of psychosocial services so far, both internally for the LPSK and by designing focus group discussions with partners so far. At this stage, a list of problems and a framework for solving the problem must have been obtained to be carried to the next stage of activity.

The next activity is strengthening the LPSK institution as a mandatory implementation of psychosocial services. Institutional strengthening is intended to break down related bureaucratic problems such as weak socialization from the public relations and cooperation department, lack of authority in the service department, strengthening the legal department, and so on. Furthermore, in the third activity, we are faced with the development and development of the issue of the rights of victims of criminal acts in the perspective of the state's presence in society. Strengthening the perspective of human rights towards victims of criminal acts will also encourage the emergence of stereotypical isomorphism in cooperative organizations.

Figure 5. Conceptual Model



Compiled from various sources

The fourth activity is the formulation of the LPSK strategic plan as the basis for medium and long term internal policies to accommodate adjustments and strengthen psychosocial services. The fourth activity was also accompanied by the fifth activity namely strengthening commitment to form a victim trust fund or victim assistance fund in an effort to strengthen psychosocial services for victims of crime. This strengthening will involve relevant stakeholders who will then try to jointly formulate all related technical regulations and policies in the sixth activity stage. These rules can provide a strong basis for any decision making regarding the provision of psychosocial rehabilitation assistance. Nonetheless, the LPSK Regulations need to be adjusted to respond to the current challenges and situation. For example, there is no provision that regulates how many family members of victims of gross human rights violations (PHB) can apply for psychosocial rehabilitation assistance.

Furthermore, the last or seventh main activity is the preparation of a roadmap and a national action plan for the implementation of psychosocial services including those related to victim trust funds. In this phase, LPSK initiates more coordinated and directed institutional cooperation. Collaboration with Ministries/Agencies or local government has a positive value, namely that the LPSK's workload becomes lighter because it gets support from various parties.

The seven main activities are supported by mechanisms for monitoring, evaluating and controlling both internally by the supervisory department and externally from the external auditor/BPK. Joint supervision is also carried out with Bappenas as the institution that legitimizes national priority programs. The next conceptual model needs to be identified whether the model meets the five elements of criteria such as efficacy, efficiency, effectiveness, elegance, and ethicality. In this study, three main elements will be taken, namely efficacy, efficiency and effectiveness.

Table 4. 3E Performance

Performance Measure	Information
E1 (efficacy)	The grand design, roadmap, and clear policy rules related to institutional cooperation in psychosocial services must be realized immediately.

Performance Measure	Information
E2 (efficiency)	The formation of institutional cooperation for psychosocial services will make it easier for agencies to carry out their respective roles
E3 (Efectivity)	The cooperative model will speed up and improve the psychosocial services received by victims

Author analysis results

Table 5. Identification of Model Activity on Efficacy (1E), Efficiency (2E), Effectiveness (3E)

	Activities in the model	1E	2E	3E
1	Issuing a presidential regulation on a national action plan for psychosocial services for victims of crime.	Yes	Yes	Yes
2	Issue LPSK regulations regarding technical acceptance of requests for psychosocial services.	Yes	Yes	Yes
3	Preparation of technical guidelines for providing psychosocial services.	Yes	Yes	Yes
4	Make adjustments to the organizational structure and work procedures of the LPSK.	Yes	Yes	Yes
5	Initiate friends of witnesses and victims in the implementation of local psychosocial services.	Yes	Yes	Yes
6	Initiate coordination meetings between cooperation agencies	Yes	Yes	Yes
7	Recruit human resources who have worker competence social.	Yes	Yes	Yes
8	Obtain expertise competency certification.	Yes	Yes	Yes
9	Mimicking effective mentoring from other organizations.	Yes	Yes	Yes

Source: field data identification

The results of observing documents and interviews with related internal units indicate that there are 9 activities in the required model. All of these model activities are needed in the transformation of LPSK towards reliable bureaucracy in the implementation of witness and victim rights services. Many of these things have been done and some are still in the planning process. What has become a priority and will be implemented in 2022 is the initiation of the formation of Friends of Witnesses and Victims as a model to strengthen acceptance of applications, socialization of the duties and functions of the LPSK, networks of cooperation and services for witnesses and/or victims of crime.

Table 6. Comparison between the conceptual model and the real world

	Activities in the model	Available?	Who?	Good/ Bad?	Alternative?
1	Issuing a presidential regulation on a national action plan for psychosocial services for victims of crime.	No, only the mandate in the law	Institution	Relatively Bad	It is necessary to initiate a presidential regulation regarding the NAP for Psychosocial Services.
2	Issuing a LPSK regulations regarding technical acceptance of requests for psychosocial services.	No	Institution	Relatively Bad	The new technical operational guidelines need to be regulated according to developments.

	Activities in the model	Available?	Who?	Good/ Bad?	Alternative?
3	Preparation of technical guidelines for providing psychosocial services.	Yes, it is relatively unstructured and needs updating	Institution	Relatively Bad	The new technical operational guidelines need to be regulated according to developments.
4	Make adjustments to the organizational structure and work procedures of the LPSK.	No, Psychosocial Services are only limited to sub coordinators (echelon IV)	LPSK General Secretariat	Relatively Bad	Need to develop the LPSK Service Bureau
5	Initiate friends of witnesses and victims in the implementation of psychosocial services in the area.	Yes, it has entered the national priority program	Institution	Relatively Good	Needs improvement in the long term priority program
6	Initiate coordination meetings between cooperation agencies	Yes, it has not been routinely carried out and there is no collective agreement	Institution	Relatively Bad	Regular coordination between donor agencies is necessary
7	Recruit human resources who have worker competence social.	No, still focusing on human resources in the legal field	Secretariat General	Relatively Bad	Increase PPPK who have experience in social assistance
8	Obtain skill competency certification.	No, less attention to human resource development	Secretariat General	Relatively Bad	Allocation of funds for HR development
9	Mimicking effective mentoring from other organizations.	Yes, only conceptually	Secretariat General	dequate	Best practice is needed regarding the implementation of services for victims

Results of author's analysis

The description of model activities in work units at LPSK concludes that the implementation position is still relatively bad and needs to be fundamentally improved to make it better. Fulfillment of psychosocial rehabilitation for victims recommended to the local government, for example, is often constrained because there is no regulatory authority for psychosocial rehabilitation for victims of criminal acts. The weak implementing regulations also make many agencies still unsure about cooperating with the LPSK. The only good thing is the progress of the Friends of Witnesses Victim initiative which became a national priority program in 2022.

Coercively, the implementation of Friends of Witnesses Victims is a fact that proves that programs that are well planned, have clear directions and objectives and are strengthened by Bappenas' mandate as a national priority program encourage LPSK to be able to carry out this program professionally.

3.6 Institutional Isomorphism and Human Rights

The process of isomorphism that occurs in LPSK is in line with the bureaucratic reform movement implemented by the government, especially in terms of fulfilling public services. Increasingly professional public

services with the pressure of normative, mimetic and normative isomorphism is a manifestation of the state trying to fulfill the human rights of its citizens. The concept of human rights is basically intended to show the relationship between humans and the state. The state is obliged to respect, protect and fulfill these rights.[19]

The emergence of stereotypical isomorphism in this study shows the direction of changes in the perspective of institutions and organizations in viewing the human rights of citizens, especially victims of criminal acts. Strengthening institutional cooperation in psychosocial service institutions can encourage more parties to be involved in efforts to fulfill the rights of victims of criminal acts without distinguishing public from private sector. This is in accordance with the spirit of Article 32 Paragraph (2) of the TPKS Law which states that victims of criminal acts are entitled to receive compensation for their suffering from individual, community, philanthropic and corporate victim assistance funds. In the end, justice for victims of criminal acts is part of upholding human rights itself because it is carried out simultaneously with the establishment of the values of justice.[20]

4. Conclusion

The coercive isomorphism of the LPSK in providing psychosocial rights services to victims of criminal acts has been mandated in Law 31 of 2014 concerning the Protection of Witnesses and Victims, then implicitly also appears through victim trust funds in Law 12 of 2022 concerning Crimes Sexual Violence Crime. Meanwhile in the realm of mimetic isomorphism, to carry out psychosocial services mandated by law, LPSK has carried out various collaborations even though they are still bilateral in nature and have not yet been conceptualized in an organized large collaboration. The challenge posed by Law 12 of 2022 regarding victim assistance funds is how the LPSK which is mandated to accommodate these funds will implement them. Collaboration with Ministries/ Institutions which have limitations, and have the potential to cause discrimination against victims. This is due to differences in mindset between LPSK and stakeholders and limited budget availability. Therefore it is necessary to form a special team between LPSK and stakeholders, to fulfill the restoration of victims' rights.

Normatively, it can be said that there has been a change towards a professional institution in managing collaborative psychosocial services for victims of criminal acts. The measure of professionalism in terms of human resources is still very constrained by the lack of social human resources in LPSK. The isomorphism that occurs in the LPSK occurs because of coercive encouragement from the Law which mandates it directly which then encourages the LPSK to become a more professional institution and try to imitate the bureaucratic implementation of other, more established institutions. Simply put, coercive isomorphism has encouraged the emergence of mimetic and normative isomorphism and created stereotypical isomorphism which is much needed in psychosocial service cooperation institutions. However, that's not all, professionalism and response to budget uncertainty also encouraged the LPSK to then propose revisions to programs and regulations that are capable of supporting the implementation of psychosocial rights services for victims of criminal acts.

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