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International Review of Management & Business Research

(IRMBR)

Year 2018, Volume 7, Issue 2, Part 1

Technology Strategy-Innovating for Growth of Citibank CHAO CHAO CHUANG and FU-LING HU Pages: 317-324 Details (paper_details.php? id=792) (1361)

From a business perspective, Citibank's digital strategy has positively influenced the organization performance financially. It has enhanced efficiency, connectivity, increased customer satisfaction. Citibank's overall performance has been enjoying positive trends over the past years, which can be strongly attributed to its development and investment in high technology infrastructure and complicated applications. Citibank firmly believes that building their digital strategy will be a competitive strength. With its core pillars "Customer Centricity, Globally Common, Digitally connected", Citibank digital strategy operates effectively. Besides, by using its technology and innovation to facilitate customer service and new business propositions, Citibank has worked to implement its vision—a bank of global leading e-business enabler. Keywords: Citibank, Digital Strategy.

2 Analyzing the Terrorism Indicator Number of Dead and Its Effect Upon Iraqi Stock Exchange Market Indicators Details (paper_details.php? id=793) (513)

NAGHAM HUSSIEN AL NAMA A

Pages: 325-329

Terrorism Index analysis "number of dead" and its impact on the Iraq Stock Exchange indicators applied research in a sample of Banks listed on the Iraq Stock Exchange. The subject of research seeks to analyze the "political risk component, of terrorism Index "Which consists of five indicators, number of terrorist operations, number of dead and wounded, the size of financial losses, the search depends on analyzing the sub-index number of dead for terrorism Index and its impact on the indicators listed on the Iraq Exchange Stock Market. The research findings have produced that the number of dead index significantly affect with the rate of (49%), which is explained by the proportion of the number of dead from the changes in the Iraq Stock Exchange indices variable, and the rest amounting of (51%) is attributed to the contribution of other variables affect those indicators away from terrorism indicators. As for the practical side it has been used the style of gradient and correlation on the sample represented by ten banks listed on the Iraq Stock Exchange and reported the correlation and interaction between the study variables. Keywords: Terrorism, Number of Dead, Exchange Stock, Political Risk Component, Terrorism Index.

3 A Heuristic Approach for Solving the Fixed Charge Transportation Problems
KHALID M. ALTASSAN, MAHMOUD M. EL-SHERBINY, ALY M. RAGAB and BOKKASAM
SASIDHAR

Details (paper_details.php? id=794) (598)

Pages: 330-337

Most of researchers use the relaxed transportation problem proposed by (Balinski, 1961) to find approximate solution for the fixed charge transportation problem (FCTP). This approximated solution is considered as a lower limit for the optimal solution of FCTP. In this paper a heuristic approach has been developed to find an approximate solution used as a lower limit for the FCTP which is better than that is found by (Balinski, 1961). The same has been validated by applying the algorithm on 37 examples and testing for the significance of results. The algorithm is based on applying the Vogel approximation method on the relaxed transportation problem. In addition, an illustrative numerical example is given to show the simplicity of applying the proposed approach. Keywords: Transportation Problem, Fixed Charge, Heuristic Methods.

4 Satisfaction Evaluation of Perceived Performance Service Delivery Quality Dimensions in Malaysian Private Higher Education Institutions
GANESH, R, HASLINDA, A and SANTHI RAGHAVAN

Details (paper_details.php? id=795) (561)

Pages: 338-357

Students' satisfaction is the primary focus for education institutions image brand building. The strength in service delivery quality performance will be essential to project for students' long-term loyalty. Therefore, the purpose of this study is to investigate the relationship between service delivery quality dimensions on student satisfaction. The variables used in this study is administrative support, career placement and employability, academic staff support, institutional factors and information systems with student satisfaction among undergraduate students from Malaysian private higher education institutions. This empirical study focused with probability stratified random sampling with final sample size of 309 students. In theoretical concentration, this study able to recognize that overall students level of agreement was reasonably high with the service delivery quality dimensions used with Perceived Performance Theory. Keywords: Students' Satisfaction, Perceived Performance, Administrative Support, Career Placement and Employability, Academic Staff Support, Institutional Factors, Information Systems.

Evaluating the Effects of Employee Motivation on Organizational Performance of XXX Limited ABDUL-RAZAK ABUBAKARI and BASHIRAT ADAM Pages: 358-367

Details (paper_details.php? id=796) (1397)

This research evaluated the effects of employee motivation on organisational performance. A quantitative approach and a case study were employed. Asample of 92 employees researched on from a population of 120 employees in XXX Limited (not the real name). A structured questionnaire was adopted for primary data collection. The study found that there were both monetary and non-monetary motivational strategies adopted by XXX Limited. Specifically noted were the employees' salary scheme, bonuses, promotion and good interpersonal relationship among staff. The study found that employee motivation has positive influence on the performance of the employee and the organization at large. Also, motivational factors adopted by XXX Limited has significant influence on employees' performance. It is envisaged that if motivational strategies are collectively determined and enforced, employees' and organizational performance would be sustainably enhanced. Keywords: Employee, Motivation, Organization, Performance and Motivational Strategies.

6 Evaluation of Quality Management in Sports Club in Dubai MOHAMED ABDULWAHAB ALANASARI, RIDHA SALLAOUI and NIZAR SOUISSI Pages: 368-379 Details (paper_details.php? id=797) (835)

The quality management of the sports clubs is a decisive factor for the development of the organizations, therefore, it is essential to know their dimensions of being able to analyse it, knowing their parts and improving the efficiency and accuracy of the service. The aim is to carry out a diagnosis of the level of implementation of quality in the Sports Clubs of Dubai, UAE. The study questionnaire inspired by the European Foundation for Quality Management is divided into three parts, of which, each consists of a total of 26 items. This evaluation tool was tested in majority sports clubs in Dubai. The organizational culture and the atmosphere are typical assets of Dubai sports clubs, the strong point being led. The main weaknesses are the lack of cognitive awareness that some employees show in the field in terms of quality standards and programs. Keywords: Management, Quality System, Leadership. Cognitive Awareness, Football.

7 Using Social Media as One of Learning Tool: Facebook Enhances Learning Practices among Higher Learning Students in Malaysia ASLINDA MOHD SHAHRIL, RASIDAH HAMID, SABRINA TARMUDI, CHEMAH TAMBY CHIK and ISMAYAZA NOH Details (paper_details.php? id=798) (456)

Higher learning institutions are beginning to embrace social media and realizing the potential power and implications for a new learning model. The emergence of social media has impacted significantly on how students learn and the way instructors teach and share knowledge and information. This study was conducted at Faculty Hotel and Tourism Management, Selangor branch, Puncak Alam campus, Universiti Teknologi MARA, Malaysia. Respondents for the study were first year undergraduate students who enrolled in Housekeeping course. This study would like to obtain information and feedback from the students on the new teaching and learning approaches using social media, particularly Facebook as a learning tool in terms of its usefulness and ease of use. An interview was conducted to 35 respondents and it was found that Housekeeping page created on Facebook is useful and convenient to the students based upon the students' deliberations. Students confirmed that using social networks increased both enthusiasm for learning and motivation and should be one of the current educational settings. This study highlights the importance of social media and educators in higher learning institutions should take this opportunity to join and connect with these technologies that are already integrated into students' daily lives and to design an innovative and creative educational environment. Keywords: Higher Learning Institution, Social Media, Facebook, Learning Tool, Innovative, Creative.

8 Financial Planning and Measures among Saudi Nationals-An Empirical Study HASHEM ALNEMER

Details (paper_details.php? id=799) (496)

Pages: 387-397

Pages: 380-386

To find out contingency financial planning among Saudi nationals after retirement and also dependents in case of untimely death of earning member. It also aims to find out the preferred methods of planning in any. The study is quantitative based on primary data collected through structured closed ended questionnaires administered to the Saudi nationals in Jeddah city, of Saudi Arabia. The results were obtained through use of simple statistics such as mean, percentage, and frequency. The results show that financial planning among Saudi nationals is not very common practice. Majority of the respondents do not do financial planning either for themselves for retirement or for their dependent family members. It also showed that whoever do the planning they do not do it by purchasing insurance. However, in future insurance may gain popularity. The results will be helpful for the corporate managers and the government in developing strategies to develop culture of financial planning for retirement and for dependents. These institutions can also formulate strategies to enhance the role of insurance in these planning. The study was conducted mainly in Jeddah city of Saudi Arabia. Given the importance of the subject it is advisable to conduct more similar study to generalize the findings to the country as a whole. Keywords: Risk Perception, Saudi Arabia, Saudi Nationals, Financial Planning, Insurance.

9 Digital Social Networks as an Innovation Strategy in Tourism Businesses ISAAC CRUZ ESTRADA, MARTHA OFELIA LOBO, RODRIGUEZ, CARLOS ALBERTO FLORES SANCHEZ and ANA MARIA MIRANDA ZAVALA Pages: 398-411

Details (paper_details.php? id=800) (525)

More and more people are turning to digital media to learn about the benefits offered by tourism services, and this becomes a factor when making a decision. The aim of this research is to analyze the relationship between social networking strategies and the consumers' intention of buying from tourism businesses. For the purpose of this research, the subjects of study are customers from five restaurants located in the gastronomic zone of Tijuana, Baja California, Mexico. Tourism businesses were selected through the observation technique, which allowed identifying those with constant activity in their social networks. 378 surveys were applied, and they were distributed based on the average number of diners reported by the managers of each organization. The results show that the Internet is the medium most used by consumers when searching for services; likewise, the social network preferred by respondents while searching for restaurants is Facebook. It was also shown that there is an average correlation between social networks strategies and the purchase intention. In this way, it is necessary to implement a digital strategy as part of the corporate business project to achieve the desired impact. Through the experience gained, the strategy can be adapted to the needs exposed by Internet users. The process should be clear about the goals expected in agreement with the necessary resources for the success of the project. Keywords: Innovation, Social Networks, Strategy, Purchase Intention, Tourism.

Exploring the Product Diversification for Sustainable Tourism Development: The Case of Al-Baha Region, KSA SAMI MENSI and MOHAMMED ALI ZARAI Pages: 412-422

Details (paper_details.php? id=801) (529)

Bearing on the need to promote the tourism industry, this study examines tourism activities in Al-Baha region. The aim is to examine the factors and determinants of promoting tourism in this region. The studied region enjoys a panoply of natural and human resources and tourism potential, in addition to natural sceneries, parks, various wild animals, plantations, monuments, museums and ancient and unique urban patterns. Moreover, the region is known by an infrastructure that promotes its competitive edge against mountain-close tourist regions in the kingdom. Our methodology is a case study that aims at exploring the specificities and components of tourism activities in the region. The results indicate that the tourism services offered in Al-Baha region are acceptable and close to good. Their prices are acceptable; however, those of accommodations are found to be high and even expensive. The study then recommends the promotion of complementary specific and mid-range services. Special focus should be given to popular media channels as efficient channels to reach wider population segments. Moreover, authorities should develop coastal tourism in line with demand to maintain quality of services. They should also promote market studies to determine outside markets and their needs and promote, diversify and market publicly tourism products, increase accommodation capacity and services in regions that are the focus of local and domestic interest. Moreover, there is an urgent need to focus on training the labor force on delivering tourism services and setting up specific training programs like specialized schools and universities. Keywords: Product Diversification, Sustainable Tourism, Al-Baha Region.







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Year 2018, Volume 7, Issue 2, Part 2

Financial Accounting and Reporting: Empirical Evidence on Small and Medium-Sized Enterprises in Malaysia

Details (paper details.php? id=805) (577)

HAFIZAH MAT NAWI, ONG HOCK SIONG and CHEN YUEN NEE

Pages: 423-433

The research investigates the financial accounting and reporting of small and medium-sized enterprises (SMEs) in Malaysia. The aims are to discover features of SMEs' financial reporting and to assess its costs and benefits to the stakeholders. This study adopts a positivist paradigm. The research design was drawn from a survey of 150 owner-managers of SMEs in the Northern Corridor Economic Region of Malaysia. The data is analysed using both univariate and multivariate analyses. Results reveal that financial information in the SMEs' financial statement is incapable to satisfy the main users' requirements. Results indicate that the main weaknesses of SMEs' financial statements are in terms of financial statements' preparation with outdated information, tax motivation and limited disclosures. This study makes several important contributions to the existing studies of SMEs' reporting, particularly in the literature related to information requirements of financial statement's users and the financial reporting's costs and benefits. The results of this research are of particular concern to SMEs, their accountants and stakeholders in Malaysia and other jurisdictions. Research findings should assist policymakers in formulating an appropriate policy on SMEs' financial reporting. Keywords: Financial Reporting, Small and Medium-sized Enterprises (SMEs), Malaysia, Multivariate Analysis, Northern Corridor Economic Region (NCER).

Factors Affecting Mass Customization and the Positively Impact on Customer Re-purchase Intention in Logistics Service Companies YI HSU and LE VU NGUYEN

Details (paper details.php? id=806) (496)

Pages: 434-448

Aims to investigate factors affecting mass customization and the impact on customer re-purchase intention in logistics service companies. This study refers to the mass customization project that provides theoretical and empirical results as the company proceeds and brings it into practice. Besides, it also is one of the few studies that explore the impact of mass customization in the service industry on customer satisfaction and intent to reuse the service. In addition, with a sample of 411 customers from two logistics companies in Vietnam and Myanmar, we checked out the hypothesis model using SEM model with LISREL statistical program. From this, it can be concluded that the relationship between mass customization project and customer satisfaction, then tested again whether has an affection of satisfaction on word of mouth dimension and the other two factors are re-purchase intention and trustworthy respectively. Finally, the final results note that half of the hypotheses are rejected but that is still a practical result that can be used to raise awareness and draw experience for companies which have used and still preceding the mass customization project. Keywords: Mass Customization, Customer Satisfaction, Customer Re-purchase Intention, LISREL, Logistics Service.

The Development of Doctrine Parens Patriae in Indonesia's Juvenile Justice System PAN, LINDAWATY SUHERMAN SEWU, HENNY NURAENY, AI PERMANASARI and YOHANES HERMANTO SIRAIT Pages: 449-459

Details (paper details.php? id=807) (421)

The future of the child is the future of a country, including the future of juvenile, who being in incarceration. Mostly, juvenile who dealing with incarceration unable to continue his/her education. It is worse when the juvenile put in same institution with adult offender. As a consequence, the juvenile is getting further from restoration. In Indonesia right now, the existence of special juvenile detention center (called Lembaga Pembinaan Khusus Anak / LPKA) is still new and not in all part of Indonesia. It is worse when LPKA still has prison paradigm which accentuate rough treatment. As consequence, the juvenile being more violent and effect to community respond to ex-juvenile delinquents. This article is normative research, equipped with empirical research to compare what the law regulate to the reality of juvenile justice system in Indonesia. This article use secondary data, consisting of primary, secondary and tertiary legal material. Authors analyze the data qualitatively and make a conclusion from it. The result show that to ensure the future, a state must play as a parents (parens patriae) to the juvenile. The using of law must consider the best interest of the child. Specifically, in Indonesia's Juvenile Justice System, government through police officer, attorney or prosecutor, judge must put it first what juvenile needs than punish the juvenile in order to give a deterrent effect. Lastly, the role of LPKA as embodiment of state must prove advocacy, education, coaching, and protection to juvenile as a parent usually give to their children. Keywords: Doctrine Parens Patriae, Juvenile, Juvenile Justice System, Lembaga Pembinaan Khusus Anak (LPKA).

4 Information Literacy and Sustainable Development
ADEDOKUN, MARY OLUFUNKE
Pages: 460-466

Details (paper_details.php? id=808) (979)

This paper examined the issue of sustainable development in the light of information literacy. Sustainable development which has been described as the development that meets the social, economic and technological needs of the present without compromising the ability of the future populace to meet their own needs; would be difficult to attain, if Nigerians still depend only on traditional literacy of only reading, writing and numeracy. This would be grossly inadequate to achieve sustainable development in this age of highly digitalized information communication technologies. There is need for individuals to access necessary information made possible with communication technologies. Access to vital information will enable each person to have equal rights to economic resources, access to basic services which eventually will lead not only to individual's sustainable development but also that of the nation. The paper recommended that diverse strategies should be put in place to help citizens acquire information literacy and each person should acquire basic skills in accessing information through digital device, and that e-libraries should be encouraged in each institution of higher learning as information literacy is highly important to every sector of the economy. Keywords: Information Literacy, Sustainable Development, Libraries Literacy, Education.

Modeling GHS-USD Exchange Rate in Ghana: Application of Stochastic Volatility Model A.Y. OMARI-SASU, REINDORF NARTEY BORKOR, ADU SAKYI and ISHMAEL JESSE NARH ADIKORLEY Pages: 467-475

Details (paper_details.php? id=809) (467)

A very significant input to monetary policymaking is estimating the current level of exchange rate. This paper examined the application of stochastic volatility of returns on the Ghana Cedis and US dollar (\$) exchange rate. Stationarity of the dataset was achieved after differencing. Markov Chain Monte Carlo (MCMC) was used in the parameter estimation. A stochastic volatility (SV) was obtained with the level of log-variance = μ 10:8320, the persistence of log-variance- = 0:9285, and the volatility of log-variance = 0:660. Posterior density estimates, standardized residual plots as well as estimated volatilies were actualized. Keywords: Stochastic Volatility, Markov Chain Monte Carlo (MCMC), GARCH.

6 Privatization of Bulk Terminal Operations and its Efficiency: The Case of Durres Port OSMAN METALLA, EMIRJANA VATA, SHPETIM PUPA and BLEDI KACADEJ Pages: 476-482

Details (paper_details.php? id=810) (493)

Durres port is the main gateway to Albania and is one of the most important economic generators of the country. During the last couple of decades, this port has undergone a number of infrastructural and institutional transformations. All these investments and reforms have affected the port performance making it, a more modern and competitive port in the region. This paper aims at analyzing the effects of the institutional reforms in the improvement of the operational performance of the dry bulk cargo terminal of the port of Durres. These reforms combined with infrastructural investments have made the terminal and the port more competitive, environmentally friendly, safer and securer in all terminal operations. Based on the studied literature, statistics of the port and terminal, a comparison analyses are performed in order to compare the performance of the terminal before and after the privatization process. Comparisons are made among different PPI. The port at large, and the terminal itself have undergone a deep reformation and terminal performance indicators have been significantly improved. Apart of that, there is still room for improvement, regarding specific indicators, such as loading and unloading rate, environmental, safety and security standards of the terminal. Keywords: Terminal, Terminal Performance Indicators, Reforms, Concession.

7 Audit Fees and Financial Reporting Quality: A Study of Listed Companies in Nigeria HUSSAINI BALA, NOOR AFZA AMRAN and HASNAH SHAARI Pages: 483-490

Details (paper_details.php? id=811) (514)

This paper examines the relationship between audit fees and financial reporting quality of listed firms in Nigeria. We use 88 listed companies in Nigeria for the period of 2012 to 2016. The data were obtained from the annual reports of the listed firms and Thompson Reuters DataStream. Accruals model was used to represent financial reporting quality. A multiple regression was employed in the estimation model. The study reveals that higher audit fees are associated to lower level of discretionary accruals and thus imply higher financial reporting quality. The result also supports the resource dependence theory which proposes that higher percentage of financial experts in the board lessen the degree of accounting manipulation. The study provides an understanding to investors, policymakers and regulators about the pivotal role of audit fees in reducing accounting manipulation and in enhancing financial reporting quality in the listed firms in Nigeria. Keywords: Audit Fees, Discretionary Accruals, Financial Reporting Quality.

8 Estimating the Probability of Bankruptcy Using Z-score and Distance to Default Model: An Application on Istanbul Stock Exchange IFTIKHAR ALI and CIGDEM OZARI

Details (paper_details.php? id=812) (1052)

Pages: 491-503

Since 2008, global crisis promoted individual businesses and multi-national corporations to file for bankruptcy, creating crucial social implications. Despite the fact that with the intrusion of governments and financial institutions to encourage the economy that has put corporations in billions of dollar of debt, reduces the prime rate to almost zero, increases unemployment rate and a decrease in the income rates. A countless opportunity was available to understand the facts of this economic fallout. It had become essential to predict the bankruptcy more seriously to minimize the economic crisis for corporate sector. The objective of the study was to examine the performance of Altman's Z-score and Distance to Default model by data analysis to predict the chances of bankruptcy of Turkish stock listed companies between the years 2007 to the year 2016. This study also provides an overview on the subject of bankruptcies and their harmonic effects on the global economy. The result shows the projection that Z-score model clearly outperform in predicting the bankruptcy than Distance to Default model. Additionally, this research provides a better risk management to creditors, small businesses to improve their current operations to minimize failures and invest in healthy organizations and to short unhealthy ones. Keywords: Altman Model, Distance to Default Model, Bankruptcy Prediction, Credit Risk, Financial Ratios.

9 The Impact of Applying IFRS (9) on Investors Decisions: An Applied Study on the Companies Listed on Amman Stock Exchange (ASE)

Details (paper_details.php? id=813) (520)

KARAM HABAWAL and SALEH K. ALOKDEH Pages: 504-522

This research aims to examine the impact of applying IFRS (9) in the preparation of financial reports by taking into consideration: the scope, recognition, classification, and the measurement on the decisions of investors from the view point of brokerage managers, investment managers, and financial analysts in companies listed on the Amman Stock Exchange investment companies. The descriptive analysis methodology is used and the questionnaire is also used as a tool of collecting data for this research. Questionnaires have been distributed on a sample consisting of 33 investment firms listed on Amman Stock Exchange (ASE). The research finds that there is an impact of applying IFRS 9 by the scope, recognition, classification, and measurement on investors' decisions. Keywords: Investment Decision, International Financial Reporting Standard (9), Scope, Recognition, Classification and Measurement.

10 Factor Analysis of SERVQUAL Model in Technical and Vocational Education and Training Environment of Pakistan

MUHAMMAD AZEEM FARVALIALLI SADAF FIAZ and MUHAMMAD KALEEM

Details (paper_details.php? id=814) (356)

MUHAMMAD AZEEM, FARYAL JALIL, SADAF EJAZ and MUHAMMAD KALEEM Pages: 523-532

Technical and Vocational Education and Training (TVET) sector offers quality education to their students. Various scales are present in literature to quantify service quality of any service sector organization. TVET sector of Pakistan has not been explored yet and no suitable scale is defined for measuring service quality of TVET Pakistan. The purpose of this study is to examine validity of existing scale of Parasuraman for TVET sector of Pakistan. The data was collected and analyzed through Structural Equation Modeling (SEM). Results of the analysis indicate that SERVQUAL is reliable scale for measuring service quality of TVET sector of Pakistan. Keywords: SERVQUAL, TVET Pakistan, Services quality, Parasuraman, and Structural Equation Modeling.







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International Review of Management & Business Research

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Year 2018, Volume 7, Issue 2, Part 3

1 The Strategic Effectiveness of Accounting Information Systems in Achieving Security in Light of Electronic Commerce: A Case Study of Jordanian Banks DYALA MOHAMMAD AL DEBEI and EMAN AHMAD AL HANINI

(paper_details.php? id=816) (346)

Details

Pages: 533-541

The aim of this study was to identify the strategic effectiveness of accounting information systems in achieving security in the light of electronic commerce. The analytical descriptive method was used to select a simple random sample of (25%) of the total population of the study. The sample consisted of 309 respondents to the questionnaire which was used as a data collection tool. Three hundred questionnaires were valid for analysis. Nine questionnaires were rejected for failure to meet the requirements. The percentage of questionnaires recovered was valid for analysis by 97%, which is acceptable for achieving the objectives of the study. After conducting the statistical analysis, the study reached a number of results, the most prominent of which were: The level of strategic efficiency of accounting information systems in Jordanian commercial banks was medium, the problems that arise through the application of accounting information systems in Jordanian commercial banks were medium, And that the degree of personal practice of e-commerce in Jordanian commercial banks was medium. The study also found a statistically significant relationship at the level of significance ($\alpha = 0.05$) for the strategic effectiveness of accounting information systems and achieving security in the light of electronic commerce. The study mentioned several recommendations, the most important of which was the need to activate the accounting information systems in various commercial banks in order to be able to practice control on these banks, manage to protect the customers' property and develop the work in these banks. Keywords: Strategic Effectiveness, Accounting Information Systems, Electronic Commerce, Reliability, Security.

2 The Impact of Advertising Campaigns on the Selection of Candidates for Election MAHMOOD JASIM ALSAMYDAI and RUDAINA OTHMAN YOUSIF Pages: 542-555 Details (paper_details.php? id=817) (361)

The objective of this study is to identify the impact of advertising campaigns on the selection of candidate for election. An analytical descriptive style was used to achieve this goal. A questionnaire was designed as a tool to collect data. There were (32) questions in the questionnaire. The returned were (568) valid copies of the questionnaire, for a response rate of 87.38 %. The sample is derived from the population. A proper sample of (650) voters received the questionnaire. The study results indicate impact existence for advertisement campaigns on voters' elections for the electoral candidate. The study found that is advertisement campaigns through Television came in the first degree in impact on electing electoral candidate, with an average (4.470) which is greater than the average of the measurement unit (3) and the value of test-t (62.055) which is greater than the tabular value (1.96), and the value of Sig. is (0.0) which is less than (0.05). This indicates that there is an impact of advertising campaigns through Television on the choice of the electoral candidate. Keywords: Advertising Campaigns, Candidate, Election, Television, Facebook.

Relationship between Marital Stress and Employees Job Satisfaction in Hotels of Lagos Metropolis AKINNAWO, E. OLUTOPE, AKINBOBOLA I. OLUSOLA and LAWSON, ELIZABETH OLUFUNKE Pages: 556-564

Details (paper_details.php? id=818) (395)

A number of studies have been done on work related stress factors in association with job satisfaction. However, there is dearth of studies on marital stress, which is a non-work related stress. This study therefore examines possible relationships between marital stress and employees' job satisfaction. A cross-sectional survey utilizing an ex-post facto design was adopted in which purposive sampling technique was used for the selection of 220 hotel employees consisting of 113 (51%) male and 107 (49%) female. Participants completed structured psychological scales which are Marital Stress Inventory and Job Satisfaction Survey. Data was analysed using statistical methods of Pearson correlation and t-test for independent samples. There existed significant relationship between marital stress and job satisfaction. The result further showed that employees with live-in relatives experienced significantly higher job satisfaction than those who do not have live-in relatives. This study suggested the importance of the interface between work life domain and non-work life domain of the employees. Keywords: Job Attitude, Stress, Work Life Domain, Non-work Life Domain, Hotel.

4 Exploring the Different Motives of Blogging Behavior: Do Gender and Marital Status Impact These? SHIVAKUMAR KRISHNAMURTI and RUCHI AGARWAL Pages: 565-575

Details (paper_details.php? id=819) (321)

The exploratory study examines the motives behind the usage of blogging activity in different domains and the impact of demographic factors like gender and marital status on its usage. A questionnaire was used to collect the primary data from the respondents. Data was collected from two hundred and fifty-two respondents residing in and around Bengaluru, Chennai and Jaipur in India. The collected data was analyzed with the help of statistical tools. The study revealed that blogging provided a platform to share information and views as the respondents revealed that blogging helps them to give opinions, share thoughts and feelings, display creativity, help and inspire others. Blogging helped self-improvements/ self-development by providing, hair tips, health tips, cooking tips. Blogging as a source of information helped to make better destination choices before travelling, get reviews and feedback of car rental services, on hotels before making travel plans, availability of different organic foods and their benefits. Blogging also provided up-to-date national news, international news, regional news and technical information regarding different gadgets. Significant differences were noticed among the male and female respondents in nine out of the thirty-four variables on which the test was applied and among married and single respondents, significant differences were noticed in three out of the thirty-four variables on which the test was applied. The research has explored motives for blogging in different domains which would provide ample opportunities to business entities and their marketing teams to design their marketing strategies more specifically to ensure that they can not only keep track of their customers and retain them but also try and acquire new customers. Keywords: Blogging, Motive, Gender, Marital Status.

The Impact of Public Sector Expenditure on the Development of the Nigerian Capital Market IBOR, BASSEY INA, EBA, AUGUSTINE OKPAJE and EMORI, ENYA GABRIEL Pages: 576-586

Details (paper_details.php? id=820) (316)

This study was carried out to examine the effect of public sector expenditure on the development of the Nigerian capital market, through an empirical examination of the transmission of capital, recurrent and total public sector expenditure on market capitalization and value of transactions. Secondary data were extracted, tabulated and analysed using the ordinary least square of multiple regression technique. The study found that capital expenditure, recurrent expenditure and total government expenditure had significant relationship with market capitalization, and total value of transaction. The study recommended, among others, that government should take steps to strengthen the capital market and enhance public confidence in its operation so that beneficiaries of public sector spending can channel some of this into transactions in the capital market. The study suggested that government can use public sector expenditure as a tool to improve the performance of the capital market in Nigeria, by re-engineering public perception of the investment valence of the capital market. Keywords: Capital Expenditure, Recurrent Expenditure, Market Capitalization, Market Development.

Relationship between Stakeholders Perceptions of Project Success and Project Planning
TE WU and ALAN EISNER
Pages: 587-599

Details (paper_details.php? id=821) (345)

Contemporary project management is one of the most common and fundamental ways of creating change within a firm that would ensure high levels of organizational success. Projects undergo various stages such as: initiating, planning, execution, monitoring and controlling to deliver the desired outcome. In prior studies, project success and failure are associated with stakeholders' expectations - how stakeholders value project results and relate them to project team success. But the relationship is unclear. For the project to succeed, it is important to understand that stakeholders have different expectations in relation to the project. Thus, project success and failure are strongly influenced by how well the management meets stakeholders' expectations and their perceptions influenced by the strength and willingness of the project manager to work closely and effectively with the project stakeholders to manage cartels and organizational politics. This research paper utilizes both descriptive statistics and regression analysis to understand and investigate the relationship between stakeholders' perceptions on project success and project planning. With a regression coefficient of 0.631 and a coefficient of determination of 0.314, there exists a statistically significant relationship between the project planning and the stakeholder's perception on the project success. Keywords: Project Management, Project Planning, Stakeholder Management, Project Success, Project Performance, Team Collaboration.

Investigating the Effect of Human Resources Management (HRM) on Organizational Success Considering the Moderating Role of Work Ethics in Public Organizations of Shiraz City SAEED SAYADI and HAMID NEMATI Pages: 600-607

Details (paper_details.php? id=822) (324) In the era of rapid changes, the role of government, citizens, and organizational is changing increasingly voluntarily or under pressure, especially public and private organizations and management systems. Following government changes, citizens do not play merely receiver role, but they play more active and participatory role. The challenges that developing countries are faced with them in management are more risk challenges than those in industrial countries. Strategic planning and management is at the core of implementing and realizing the developmental goals of the country. In Iran, the key for designing and implementing the desired development and management plans is development and management of human resources. To face with globalization challenges, managers should be effective and have high quality. This study was conducted to examine the impact of human resources management on organizational success considering the moderating role of work ethics in public organizations in Shiraz. This research is survey and causal type of study. The population of study included all 2500 staff in the city of Shiraz. Based on Morgan table, 333 of them were selected as sample of study and to ensure the return of the questionnaires, 350 subjects were selected using stratified random sampling method. Data were analyzed using PLS software and structural equations. The results showed that 6 hypotheses of study were confirmed, but the staff service compensation system had no significant impact on success of the project, selection and recruitment of staff had no significant impact success of the project considering the moderating role of work ethics, and evaluation of staff performance had no significant impact on the success of the project considering the moderating role of work ethics. Therefore, human resources management has no significant impact on organizational success considering the moderating role of work ethics in public organizations of Shiraz city. Keywords: Human Resources Management, Organizational Success, Organizational Performance, Work Ethics.

8 Impact of Strategic Human Resource Management on Human Resource Management Effectiveness and Organizational Performance in Social Security organization of Shiraz City SAEED SAYADI and HAMID NEMATI Pages: 608-614

Details (paper_details.php? id=823) (329)

Since today human resources are the most valuable production factor and the most important asset of any organization and become increasingly important as a source of competitive advantage as well as create capabilities of any organization, human resources are important part of planning for any organization. To develop planning to meet the needs of skills, education and ultimately human resource development is an important factor for the existence of human resource planning. The most effective way to achieve a competitive advantage in the current conditions is to increase efficiency among employees in organizations by improving and optimizing them and the important point in the development of human resources is that the improvement of human resources not only can be achieved with technical training and expertise, but also staff development needs to be done using multiple ways and it will not be feasible except by applying the strategic management in human resources management realm. This study used descriptive and causal survey. The population is included all employees of Social Security Organization in Shiraz (n= 350). According to Morgan table, the sample size was calculated 183 employees; in order to ensure the return of the questionnaires, 300 questionnaires were distributed randomly among employees. The survey instrument used was a questionnaire; the reliability and the validity of the questionnaire were confirmed using Cronbach alpha and content analysis. To analyze data, multiple regression analysis was used by SPSS software. The results show that the strategic management of human resources has a significant impact on the effectiveness of human resource management and performance of the organization and functioning of social security in the city of Shiraz. Keywords: Strategic Human Resource Management, Human Resource Management Effectiveness, Performance.

Does Corporate Governance Reduce Agency Costs in the Jordanian Industrial Companies? HUTHAIFA AL - KARASNEH and ASHRAF BATAINEH Pages: 615-625

Details (paper_details.php? id=824) (418)

The study aims to measure the impact of corporate governance on reducing the agency costs in the Jordanian industrial public shareholding companies listed at Amman stock exchange, and to achieve this goal, the researchers studied the impact of corporate governance mechanism factors on reducing the agency costs, which can be represented in (Board size, institutional ownership, audit committee, debts ratio, dividends ratio, return on assets (ROA), and firm size). Agency costs were measured by using the following indicators: assets turnover ratio and operating expenses percentage. The study sample consisted of all industrial companies listed in Amman stock exchange, which have data available in this market during the period (2014-2016), and amount to 46 companies. The relationship between the corporate governance and agency costs was tested by relying on the generalized estimating equations (GEE) model, which align with the time period and study variables to test the study hypotheses. Study found a statistically significant positive relationship between the non-distribution of company profits and the agency costs represented in the variable (operating expenses ratio) in both cases of existence and non-existence of control variables in the study model. The results also showed that whenever control variables exist in the study model, there is a statistically significant positive relationship between ROA and the agency costs represented in the (asset turnover ratio) variable. Keywords: Agency Costs, Amman Stock Exchange (ASE), Corporate Governance, Jordanian Industrial Companies, Generalized Estimating Equations (GEE) Model.

10 Forecasting Accurate Cost Estimate at Completion Using Earned Value Management Along with 6 Sigma Method for Running Projects
ISMAIL MOHAMED ELSAID ISMAIL MAGOUR

Details (paper_details.php? id=825) (318)

Pages: 626-632

research concept and aim were to help the running projects sponsors & managers to predict the future expenses and the total cost at completion of the project during early stage of project execution. The research was applied in Construction Management System 'CMS' software application which belongs to Intellectual Property Rights no. 711/2017 form United Arab of Emirates. The research based on creation of new equations & relations between Earned Value Management, 6 Sigma & projects contractual penalties. And the results were calculated based on a case study for a construction project. Keywords: Forecast, Estimate Cost, Earned Value, Project management & Expenses at Completion.



The Development of Doctrine Parens Patriae in Indonesia's **Juvenile Justice System**

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Abstract

The future of the child is the future of a country, including the future of juvenile, who being in incarceration. Mostly, juvenile who dealing with incarceration unable to continue his/her education. It is worse when the juvenile put in same institution with adult offender. As a consequence, the juvenile is getting further from restoration. In Indonesia right now, the existence of special juvenile detention center (called Lembaga Pembinaan Khusus Anak / LPKA) is still new and not in all part of Indonesia. It is worse when LPKA still has prison paradigm which accentuate rough treatment. As consequence, the juvenile being more violent and effect to community respond to ex-juvenile delinquents. This article is normative research, equipped with empirical research to compare what the law regulate to the reality of juvenile justice system in Indonesia. This article use secondary data, consisting of primary, secondary and tertiary legal material. Authors analyze the data qualitatively and make a conclusion from it. The result show that to ensure the future, a state must play as a parents (parens patriae) to the juvenile. The using of law must consider the best interest of the child. Specifically, in Indonesia's Juvenile Justice System, government through police officer, attorney or prosecutor, judge must put it first what juvenile needs than punish the juvenile in order to give a deterrent effect. Lastly, the role of LPKA as embodiment of state must prove advocacy, education, coaching, and protection to juvenile as a parent usually give to their children.

Keywords: Doctrine Parens Patriae, Juvenile, Juvenile Justice System, Lembaga Pembinaan Khusus Anak (LPKA).

Introduction

Juvenile delinquency is a frequently occurred social problem in Indonesia, especially when the total of population keep raising every year. 1 Juvenile crime usually involve one major crimes, namely burglary, but

¹ According to Badan Kependudukan dan Keluarga Berencana Nasional (BKKBN), a National Population and Family Planning Board, total population of Indonesia increase by 4 million every year.

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as time progresses, the crime spread into murder, rape, and narcotics.² Some cases caused by spectacles in their daily life. It show that every time, some child imitate the crime which performed by adult or fellow. They got inspiration from television, movies and especially video games (for younger gamer)³ and tend hardly to select positive contribution for their life.

The United Nations Convention on the Rights of the Child, which ratified by Indonesia still demonstrates best concern of the international community with respect to children's rights.⁴ Including to Indonesia, totally, more than 190 members of the United Nations are parties to this convention giving it important to ensure the best interest of the child.

Before Law Number 11 of 2012 prevailed in Indonesia, if the child is 12 and not higher than 18, the child may be put into youth detention (Lembaga Pembinaan Khusus Anak (LPKA)). This change is the answer for the demands of society on child future. Notwithstanding, some community especially the government still give little attention to the consequences of incarceration to these child. It is worse in Indonesia, as for not all province has LPKA, so some child may join adult in jail (one building but different lockup). This problems still haunt all province in Indonesia.

State is originated from society and obtained the legitimacy of the authority over the individual citizen and territory for the needs of the state. This authority must be interpreted that state will do necessary policy to promote justice, happiness and protection. As parents protect their children, state should become father to all its citizen especially child. Provision of LPKA is one of concrete form of state's love for the child. New paradigm in LPKA open new hope for child. Child need not to feel being punished because they still can access education, amusement and some freedom there.

To identify how state deal with juvenile requires the role and responsibility of law enforcer and LPKA in their existence as representative of state in responding any child involved as perpetrators of crime. This study focus on the reviewing literature in all of these areas and implementation of the regulation and *parens* patriae doctrine to provide an objective view of the juvenile justice system in Indonesia.

Methodology

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This research is using an analytic descriptive approach, focusing on the development of doctrine *parens* patriae in Indonesia's Juvenile Justice System. The aim of this research is objectively examine this doctrine

² Eric Lambue Tampubolon, "Efektivitas Pembinaan Narapidana Anak di Lembaga Pembinaan Khusus Anak (LPKA) Pekanbaru", *Jom VISIP*, Volume 2, No. 1, 2017, p. 3

³ Cheryl K. Olson, Lawrence A. Kutner and Dorothy E. Warner, "The Role of Violent Video Game Content in Adolescent Development: Boys' Perspectives", *Journal of Adolescent Research*, Volume 23 Number 1 January 2008, p. 70. Even if there is a regulation on censorship (Peraturan Pemerintah Nomor 18 Tahun 2014 tentang Lembaga Sensor Film, government regulation on Movies Censor Agent), child in Indonesia can access some of movies, television channel and games that logically hard to pass the censor. Some of it contains intense violence, pervasive language, drug use, and strong sexual content. See also, Heru Erwantoro, "Sensor Film di Indonesia dan Permasalahannya dalam Perspektif Sejarah (1945-2009)", *Patanjala* Vol. 3, No. 2, Juni 201, p. 365-383.

⁴ Indonesia ratified UN Convention on the Rights of the Child through Keputusan Presiden Nomor 36 tahun 1990 (President Decree Number 36 of 1990). By ratifying this convention, Indonesia show the world a strong commitment to ensure every child get their rights. On the top of that, to strengthen the commitment, Indonesia issue UU Nomor 23 Tahun 2002 (Law on the Protection of the Child). With the issuance of this regulation, the future of the child be assured. Right now, this regulation revised by issued UU Nomor 35 Tahun 2014 still concerning on protection of the child. All city in Indonesia driven to incarnate into Town-worthy of the child.

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in the level of regulation, funding and resources and implementation. The author will complete the data through interviews and archival and library research and then analyze the data qualitatively.

Discussion

Changes in Juvenile Justice System of Indonesia

In the last 10 years, the juvenile justice system in Indonesia has changed positively and rapidly. Those progress come from changes of legislation, competency of the court for juvenile case, encouragement of child activist and child-care community and awareness of the importance of child's future. This progress then implemented by establishing youth detention separated from adult prison. However, this progress still unable to decrease total number of incarceration of the child in Indonesia. According to data in 2016, only 7% cases where child was not detained.⁵ It show that most of the child involved in crime still detained and placed in detention.

Understanding that existence of a child needs special protection, the state as a duty bearer have obligations to respect, protects, and fulfills the rights of the child. Therefore state has to create a special scheme of child protection. Especially the child in the position of conflicting with the law needs special attention. Children conflicting with the law have vulnerabilities to violence, whether is from police and security forces, from adult detainees, from staff at detention centers and from their own peers. UNICEF refers to children in this group as children in especially difficult circumstances (CED). Basically the condition of the child in the judicial system is determined by the State, start from the arrest until when they serving the punishment, the child will be dealing with an institution which has the authority to exclusively monopoly power for violence, namely the state. In addition, the state legitimately establishes instruments of repression and utilizes these instruments legally and legitimately. The instrument is manifested in the penal law. So it can be said that the picture of the protection of a State on the child in general can be seen from how the State protects children in conflict with the law in a judicial system, nevertheless "Juvenile justice is a core dimension of the rights of the child and a pivotal area where States 'commitment to children's rights can be best expressed'.

In carrying out its responsibilities, Indonesian government has stated the commitment to children's rights by ratified the Children's Rights Convention in Presidential Decree No. 36 year 1990. Further improvement On 23 September 2002 the House of Representatives passed the National Child Protection Act, and specifically for children in conflict with law government also issued Law no. 3 year 1997 on Juvenile Court Act and the more comprehensive Law No. 11/2012 on the Child Criminal Justice System (Juvenile Justice Act). Nevertheless the journey of child protection in juvenile justice system in Indonesia is quite bumpy. It is not until the issuance of the juvenile Justice act which recognizes the alternative of settling cases of children, before that almost all children in conflict with the law must face trial.

Law No. 3/1997 on the Juvenile Court, regulating the mechanism for children in contact with the law, there was no separate criminal justice system for juveniles. Children going through the system are for the most part treated the same way as adults. Under the current mechanism, a child as young as 8 years old can be prosecuted, brought before the court and detained for up to 200 days during the process and juveniles often were imprisoned with adult offenders, leaving them vulnerable to violence and sexual abuse. Existing regulations also do not accommodate the needs of children going through the criminal justice system as victims or witnesses. According to the National Commission for Child Protection, in 2009, nine out of 10 children sent to court were sentenced to prison.

⁵ Anggara, Erasmus A.T. Napitupulu, *Alex Argo Hernowo, Studi Implementasi Penanganan Anak di Pengadilan Berdasarkan UU SPPA*, Jakarta: Institiute for Criminal Justice Reform, 2016, p. 10-11.

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The above condition makes hope for renewal of Law no. 3/1997 on the Juvenile Court was very high. Issued Law No. 11/2012 on the Child Criminal Justice System brings a positive change by introducing the concept of diversion and restorative justice. Under this law, the protection of children's rights against the law is quite well accommodated. One of the changes is the term "anak nakal "(*juvenile*) in to "anak berhadapan dengan hukum/ABH (child in conflict with law)", which is fundamental to affect the overall paradigm of the concept of child protection in the judicial system.

The reason is because the term "bad boy" is a form of stigmatization or labeling that violates the right of the child to be preserved in dignity and humanity, and violates the principle of "perception of innocent" from the child in conflict with the law. Furthermore, by this law the protection of children is more emphasis on the welfare of children and the best interest for children. ABH protection is not only for perpetrators but also for witnesses and victims. In settling the cases of child, the priority is reconciliation rather than the formal legal settlement, where the court as last resort that can be applied. Not only in the judiciary, the law also puts a focus on the rights of children within the prison, the law specifies the separate children's facilities of adult facilities, and should be as child-friendly as possible. That means meeting children's facilities with education and recreational opportunities.

The well-being of the Juvenile is always the main focus of the juvenile justice system. Therefore in the forming of regulation and the judicial system of children should apply the "welfare approach". With this approach, young law offenders should be kept away from punishment by the criminal justice system, as well as any action to be taken by the State in relation to the offense committed by the child to the extent possible always put forward the principle of "the best interest of the child".

At all stages the interest of the child must be put forward, for that each related party must understand the needs of the child and what is most important for the child. The problem that exists in Indonesia is the lack of human resources that are really professional in the sector of children. Law enforcer if its "not child friendly" will lead to further violations of the rights of children in the judicial system.

There are cases where the child is prosecuted without regard to the provisions of the juvenile justice law, so that there is a violation of the rights of the child. For example, children are proceed without being accompanied by legal counsel, without going through diversions, being tried not in juvenile justice court, put together in adult prisons, and place in the child institutions that are not child friendly. This can happen because of the inability of law enforcer to recognize the needs and the rights of the child.

In Article 92 of Law Number 11 Year 2012 on the Child Criminal Justice System, it is stated that the Government is obliged to provide education and training for law enforcers because of the large number of law enforcers who still lack understanding of child cases and how to give appropriate sanctions to children in conflict with the law and how to deal with the condition of children who have unique characteristics. Education and training as practiced at least 120 (one hundred and twenty) hours.

Implementation of education and training is coordinated by ministries of justice and human rights. To fulfill the implementation of education and training in Law Number 11 Year 2012 on the Child Criminal Justice System, issued the Presidential Regulation No. 175 of 2014 on Integrated Education and Training for law enforcer and related parties regarding the criminal justice system of children.

The education of Law enforcer on children will affects the whole paradigm of the importance of child protection, also affects the level of law enforcer ability to produce policies implemented in the framework of child protection, even when legislation does not regulate certain matters. The education of Law enforcer also affects the ability to approaches children in order to improve their mental and behavior through coaching and counseling by law enforcer.

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Implementation of Doctrine of Parens Patriae in Juvenile Justice System in Indonesia

Analyze on Role of Judge / Prosecutor / Police / Advocate as Parents

Police as Parents

The juvenile justice system in Indonesia transform their desire to rehabilitate rather than of punish juvenile offenders. Intentionally or not, this changes were based on the legal **doctrine of parens patriae** (means "parent of the country")⁶. Actually, this doctrine develop in states with common law legal system. This doctrine gives the state the power to serve as the guardian (or parent) of those with legal disabilities, including juveniles.

Previously, under the common law, no distinction was made between young people and adults so far as criminal offences were concerned. It similar to what happened in Indonesia civil law legal system. The main goal in criminal jurisprudence was not restoration or rehabilitation but punishment, punishment as retribution for the perpetrators, punishment as a warning and deterrent to others.⁷

Indonesia spent about 300 years as colony of Netherlands. As consequence, Indonesia legal system influence by Netherland, especially its civil law legal system. In fact, until now, criminal law in Indonesia majorly influence by criminal law of Netherlands. Indonesia still use Criminal Code (Kitab Undang-Undang Hukum Pidana) which inherited by *Wetbook van Strafrecht vor Nederlandsch Indie* (W.v.S.v.NI) of Netherlands at that time. It is possible that criminal law afterward have roots in.

Though *parens patriae* doctrine originated from English common law, Netherland adopt this doctrine into their Children's Act of 1905. So, Indonesia may adopt this doctrine into its juvenile law as a result of some of its constitution originated from Netherlands. By reviewing all regulation related to child especially juvenile, we can find that whether Indonesia has adopt and develop this doctrine.

Legal structure of criminal justice system in general and juvenile justice system in specific consist of four law enforcer. One of those four are police force as constituted bodies of persons authorized by law to maintain security and public order, enforce law, and provide protection; safeguard; and services to community. Second is, public prosecutor as functional officer who shall be authorized by the Law to act as public prosecutor and to execute the judgments of law courts which have the final force of law and other

⁶ The doctrine of Parens Patriae firstly use in English law then spread into American Law. Follower of this doctrine belief that children are the hope of a country. In normal condition, the follower leave children to their own family but in different condition especially when family unable to help children then a state may intervene in place of the parent. See, David F. Labaree, "Parens Patriae: The Privates roots of Public Policy toward Children", *History of Education Quarterly*, Volume 26, Issue 1 (spring, 1986), p. 111-116.

⁷ Kechin Wang, "The Continuing Turbulence Surrounding the Parens Patriae Concept in American Juvenile Courts (Part I)", *McGILL Law Journal*, Vol. 18, No. 2, 1972, p. 220.

⁸ The Children's Act allowed state intervention where parents neglected their educational duties. The relinquishment of parental authority to the state is a practice of the doctrine of parens patriae, which is, in essence, a welfare approach to childcare. The Children's Act laid the foundation for future child justice initiatives in The Netherlands. See, R. Songca, M Karels, "A comparative study of child justice systems: Any lessons for South Africa from The Netherlands?", *Journal for Juridical Science*, Vol. 41, No. 2, 2016, p. 49.

⁹ See, Undang-Undang Nomor 2 Tahun 2002 tentang Kepolisian (Law Number 2 of 2002 on Police Force).

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authorities based on the law. ¹⁰ Third is, judicial force as independent state authority in execute justice in frame of law and justice in Indonesia. ¹¹ Lastly but not the least is advocate, a person who has a profession to provide legal services, both inside or outside the court in accordance with provisions of this Law. Those four are the pillars of law enforcement in Indonesia according to each regulation which directly related to juvenile justice system.

Police force becomes the main force in maintain peace and security in Indonesia since its separation from Military Force. Since then, police force transform from military police into civilian police. With this new paradigm, police force works to solve civilian problems. One of those problem is the increasing of juvenile delinquency and crime.

Police has a role as investigator to find and collect any evidence in which the evidence will make the crime clear and make it easier for the police to find the suspect. This role also count for case allegedly committed by child. Still and all, the process should be done according to restorative justice as mandated by law. At the investigation level, an investigator shall strive diversion. ¹⁴ The diversion must refers to guidelines. ¹⁵

Diversion by investigator may result in an agreement. Those agreement must get approval from the victims or family, except for criminal offence, minor crime, non-victim crime, or any crime that result in loss for the victims not more than minimum wage in level of province in where the crime happened. This type of agreement can be made by only investigator, the perpetrator and family, social council and social figures.

Diversion agreement stated above may be in the form of compensation of damages, medic and psychology rehabilitation, submission back the child to his/her parent, education and training in education institution or Lembaga Penyelenggaraan Kesejahteraan Sosial (Institution of Social Welfare) for three (3) months, or community services for three (3) months. After the agreement made, superior of investigator must submit it to the court that competent according to its jurisdiction no more than 3 days since the agreement signed. 3 days after the court receive the agreement, the chairman must issue stipulation and relay it back to the

¹⁰ See, Undang-Undang Nomor 16 Tahun 2004 tentang Kejaksaan (Law Number 16 of 2004 on Public Prosecution).

¹¹ See, Undang-Undang Nomor 48 Tahun 2009 tentang Kekuasaan Kehakiman (Law Number 48 of 2009 on Juducial Power).

Historically, Police Force in Indonesia was a part of Military Force, called Angkatan Bersenjata Republik Indonesia (ABRI) according to Undang-Undang Nomor 13 Tahun 1961 (previous law on police force). It changed since April 1999 when People's Consultative Assembly issued Resolution Number VI of 2000 on Separation of Police Force from Military Force. Since then police transform from military police into civilian police. See, Andri Susanto, "Masukknya Kepolisian Indonesia dalam Struktur Angkatan Bersenjata Republik Indonesia Tahun 1961-2002", AVATARA, Volume 1, No. 3, Oktober 2013, p. 474-485.

¹³ Sukamto Satoto, "Membangun Kemandirian dan Profesionalisme Polisi Republik Indonesia sebagai Pelindung, Pengayom dan Penegak Hukum", *Jurnal Inovatif*, Volume VII Nomor III September 2014, p. 59.

Diversion in Indonesia aim to divert settlement of juvenile crime from the criminal court process into non-judicial process. Moreover, diversion may aim to attain reconciliation between child and victims, avoid from deprivation of child liberty, encourage participation of community and cultivate responsibility of the child. Harming individuals in detention also harms society. Child who got abused while in detention may lead them to be more dangerous to society when they come out of the jail. It may transform them into adult criminal. However, in Indonesia, there still limitation for diversion. It can applied only if the crimes threatened with not more than 7 years imprisonment and not a recidivist offender.

¹⁵ The guidelines refers to Peraturan Mahkamah Agung Republik Indonesia Nomor 4 Tahun 2014. This guidelines regulate on diversion.

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investigator. Afterward, the investigator may issue stipulation of investigation discontinuation. With this, child need not to follow the process of criminal court and his/her future can be rebuild.

The police need certain skills to success diversion process. As father understand the needs of their child, police also must know the needs of juvenile. In general, all child is same. Adult must treat them equal with full of respect. The skill in communication is necessary to do that. For police, it may be hard to make a good investigation with child. They get used to use rude and vicious words to scrap information. It becomes worse if the investigator never get training in building communication with child and getting harder when the parties (child or victim) has mental illness. Not all police station in Indonesia provide special cell for child. 17

Actually, police force has discretion to continue a case or not according to prevailed law. This authority may applied to case in which child become the suspect. By doing this, the police can release the child from the case and return them to their parent. Even so, the police must use discretion wisely. They should select the case according to certain assessment. For example, they may release child from sneaking case if the child sneak into a home or restaurant to steal foods for living. 19

Discretion by police is one form of authority given by state as *parens patriae*.²⁰ Because of Indonesia regulation allow a police to make discretion for certain cases, it means that Indonesia as a state has perform its role as parent (*parens patriae*). This role also own by other law enforcer and become a real proof of that Indonesia develop *parens patriae* doctrine in its regulation.

Prosecutor as Parents

Today, international community ask different role of prosecutor, where prosecutor must not only serve to provide justice to the victim but also serve to negotiate and reflect the needs of juvenile. Of course, it is not going to be easy, while prosecutors should consider the best interest of a juvenile in handling of a case, the prosecutor should never forget their primary duty to seek justice and protect the public safety and welfare of the community. Therefore, the prosecutor must able to cooperate with school, working group, worship place and community to identify the potential crime by juvenile and prevent it happened. ²¹ To do that, a state needs to assign an experienced and trained juvenile prosecutor, establish Standard of Procedure (SOP)

Headquarter of police understand that police need not only hard skill but also soft skill, one of it is communication. Most of police has certain condition that hamper their communication caused by their routine activity and accumulation of stress in works. This situation affect the police being more aggressive and less sympathetic. See, Agus Raharjo, Angkasa, "Profesionalisme Polisi dalam Penegakan Hukum", *Jurnal Dinamika Hukum*, Volume 11 No. 2 Tahun 2011, p. 398.

¹⁷ I Made Haribawa Setiawan, et.al, *Proses Penyidikan terhadap Tindak Pidana Anak di Bawah Umur*, Bali: Faculty of Law, Udayana, 2017, p.8

¹⁸ Iqbal Felisiano, Amira Paripurna, "Profesionalisme Polri dalam Penerapan Wewenang Diskresi dalam Kasus Tindak Pidana Pencurian (Studi Kasus Pencurian Kakao, Pencurian Biji Kapuk dan Pencurian Semangka)", *Yuridika*, Volume 25 No3, September-Desember 2010, p. 294.

¹⁹ Similar case happened in Alabama, United States of America, where an Officer, William Stacy release a woman, Helen Johnson for shoplifting. He do it because the woman steal some egg for living with her daughter and granddaughter.

²⁰ John S. Werner, *at. al*, ""INTERVENTION PACKAGE" An Analysis to Prepare Juvenile Delinquents for Encounters with Police Officer", *Criminal Justice and Behavior*, Vol. 2 No.1, March 1975, p. 55.

²¹ James C. Backstrom, Gary L. Walker, "the Role of the Prosecutor in Juvenile Justice: Advocacy in the Courtroom and Leadership in the Community", *William Mitchell Law Review*, Volume 32 | Issue 3 Article 6, 2006, p. 966.

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for a quicker and more transparent process, and strong determination as the gatekeeper to the juvenile justice system.²²

In Indonesia, similar to police force, in the process of prosecution, regulation on juvenile justice system mandate prosecutor to any policy based on restorative justice. One of the policy is to activate diversion before hearing in the court. To activate diversion, the prosecutor must consider the category of the crime, age of the child, recommendation from LPKA and support from family and community. The use of diversion must refer to guidelines (Peraturan Jaksa Agung Republik Indonesia Nomor: PER-06/A.J/04/2015 tentang Pedoman Pelaksanaan Diversi pada Tingkat Penuntutan. Through this guideline, attorney general promote restorative justice in the level of prosecution.

The guide consist of diversion means; forum of diversion; diversion agreement; implementation of agreement; supervision and reporting of the implementation; issuance of prosecution termination letter; and registration of diversion. In this process, appointed prosecutor act as facilitator. The result of forum must be written in an agreement and sign by facilitator, together with all parties. The facilitator then report the result to attorney general or branch head of prosecutor office. But in case the forum failed, the prosecutor must continue to process the case to the court for ordinary hearing or quick hearing.

Role of attorney to result diversion mostly depend on the agreement of both parties in a conflict. Hence, selected attorney for any case with child as offender must have enough experience in handling similar case, dedication to the child and having participate in any workshop on juvenile justice. ²³

The result of diversion by prosecutor is not differ to police officer. The prosecutor encourage both parties in dispute to find solution and then formulate it into an agreement. This agreement then registered to the court so it has the power to force both parties in implementing.

Judge as Parents

The judges in the trial of the child must facilitate when requested by the parties, and if the prosecutor approve to apply diversion as a proof that prosecution process is the last option (*ultimum remedium*).²⁴ The judge must strive diversion for any crime which threaten for imprisonment below 7 years or more than seven years in form of subsidiary, alternative, cumulative or combination accusation. In diversion process, the judges have a role as facilitator of diversion. This role essentially show the use of *parens patriae* doctrine in which the judge invite the child (including his/her parent or guardian) and victim (including his/her parent or guardian) to discuss the possibility of reconciliation. As parent, the judge (hereinafter referred to facilitator) may suggest both parties for settlement.

Role as facilitator of diversion is different to judge's role in general. Facilitator's role similar to role of mediator which not in capacity to sentence or make final and binding decision but more to bridge the needs of both parties. This new role show that more the role as parents, reconcile both parties as father reconcile two brother in fight.

In the proses of diversion, the judge open the forum by introducing all parties, convey the purpose of forum and code of conduct which agreed by all parties during diversion process. The facilitator then explain summary of the accusation. Afterward, the facilitator give opportunities for all parties to talks, began from the child opinion about the accusation then followed by the respond from parent or guardian and victim.

²² *Ibid.* p. 967-968.

²³ Mizanul Kirom, et.al, "Implementasi Diversi dalam Penyelesaian Kasus Anak yang Berkonflik dengan Hukum berdasarkan Undang-Undang Nomor 11 Tahun 2012 tentang Sistem Peradilan Anak", *Diponegoro Law Journal*, Volume 5 Nomor 3 Tahun 2016, p.13.

²⁴ Loura Hardjaloka, "Criminal Justice System of Children: An Overview Restorative Justice Concept in Indonesia and others Countries", *Jurnal Dinamika Hukum*, Vol. 15 No. 1, January 2015, p. 76.

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When deemed necessary, the facilitator may call other parties to provide any information for the settlement of the problems. Sometimes, the facilitator may also organize caucuses, a meeting that facilitator hold separately with each side of a dispute.

After diversion process finished, the facilitator record the result into Diversion Agreement. In constructing diversion agreement, the facilitator consider and supervise so that agreement according to prevailed law, religious teaching, local decency, morality and good faith. Diversion forum noted in minutes and signed by both facilitator and clerk of court or its replacement. Diversion agreement also must signed by both parties and registered to the court so the chairman of the court may issue stipulation of those agreement.

Lembaga Pembinaan Khusus Anak (LPKA) as parents

Juvenile detention interrupts young people's education, and once incarcerated, some youth have a hard time returning to school. To respond this problem, some countries, including Indonesia revise their juvenile law and establish new institution to protect juvenile.

In Indonesia, after the establishment of law number 11 of 2012, Ministry of Law and Human Right issued Regulation of Ministry of Law and Human Right Number 18 of 2015 on establishment of Youth Detention Centre (Lembaga Pembinaan Khusus Anak / LPKA). This regulation encourage 33 provinces in Indonesia to change nomenclature of juvenile prison into a more restorative institution. To optimize the function of LPKA, the ministry instruct transferring all child from adult prison or juvenile prison into new detention center, LPKA.

LPKA is in charge to coach juvenile. To do that, LPKA firstly must register and classify juvenile; carry out coaching program consisting of education, parenting, and problem solving. As a parent taking care their child, LPKA also funded by government to provide foods, clothes and accommodation including facility to develop character, knowledge and skills of the child. Lastly, in order to maintain order, LPKA obligated to supervise child. It becomes a proof that LPKA mandated by state to act as parent to juvenile.

Law number 11 of 2012 mandate all stake holder in handling juvenile to accentuate principle of protection; justice; the best interest of the child; respect for the children; and avoiding the use of penal to juvenile. Every stakeholder, law enforcer, child activist, academics, society and parents invited to establish cooperation in order to give best treatment for the child.

As for education, some of LPKA in Indonesia provide formal and non-formal education. Some of those LPKA also allocate counseling and spiritual facilities. To provide child with formal education, LPKA cooperate with public school in facilitating teacher. LPKA encourage teacher to adjust the subject so the child may participate in national exam held by Ministry of Education. This policy means a lot to the child. They can continue their study into higher level after complete their coaching period in LPKA.

For facility, LPKA is designed friendly to child. So there is no impression of a prison there. Except for night, the child cannot stay at their room because child must learn how to interact with others. Child eat for free in LPKA. If child got sick, LPKA will provide medical checkup there. Not only gaining formal education, child may also study in library.²⁵

LPKA in Indonesia facilitate the needs of the child. Even if the fund for it is limited, some community care about the child and help. Some community held useful activity there, such as training for music, computer

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Authors do research in some LPKA, in Bali, Palembang, and Bandung. From observation, authors see no scary condition in LPKA as prison used to be. Child-friendly situation can show from the architect of the building, child room, garden, pool and other facility. As for example LPKA Kelas I Pakjo in Palembang, we could see that all facilities and infrastructure are really child-friendly.

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and entrepreneurship. Other community also held religious activity. In order to keep similar activity continue, sometimes LPKA make agreement with certain community so the activity in LPKA may continue. ²⁶

Conclusion

Doctrine Parens Patriae encourage a state to role as a parents for all children including juvenile. This role promote regulation which concern to the child not to the crime. This means, every state must formulate its regulation from higher into lower level to accentuate the needs of the child than to punish. Indonesia as historically colonized by Netherland, has its criminal code influence by Netherland. It means that criminal code in Indonesia has its core, doctrine of parens patriae as Netherland has. Even though, the law on juvenile justice in Indonesia made after the colonization, its soul still similar because the criminal code (KUHP) came from Netherland idea. State role as parents in juvenile justice begin from the process of investigation by police, prosecution by attorney, adjudication by judges and coaching by LPKA (in case the judge decide to place the child in custody). Police, attorney and judge obliged to implement diversion to juvenile cases despite for certain cases. This role show that Indonesia put it first the best interest of the child. If it failed, then LPKA take the role as parents to protect child and provide their needs as other child has outside LPKA.

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Based on research, different LPKA has different activity. The more active LPKA to establish cooperation with stake holder, the more activity may be held in LPKA. This activity aim to equip the child the ability to mingle with people so it become easier for them to reintegrate with community after finish their time in LPKA.

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