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Optimizing Prisoner Care Services by Enhancing Police Performance in Indonesian National Police Detention Centers

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Abstract

The National Police is a state apparatus responsible for maintaining public security and order, enforcing the law, and providing protection and services to the community. This study aims to explore the optimization of prisoner care services through efforts to improve the performance of Indonesian National Police members. Employing an empirical juridical approach, the research focuses on the Directorate of Prisoners and Evidence (*Direktorat Tahanan dan Barang Bukti/DITTAHTI*) Detention Center of the West Java Regional Police. The findings reveal that prisoner care services have been running effectively, despite a shortage of personnel specifically assigned to the care and supervision of detainees. Optimization efforts are reflected in activities such as maintaining detention center facilities, providing food and clothing for detainees, fulfilling their basic needs, maintaining cleanliness, offering physical and spiritual guidance, facilitating visitation services, ensuring access to healthcare, and conducting programs for discipline, legal awareness, and grievance resolution. These service improvements aim to support a humane and accountable investigation process. The performance of Indonesian National Police personnel significantly influences the quality of prisoner care services. As such, well-performing officers contribute to more effective and satisfactory services, directly impacting public trust and satisfaction with the role of the police in managing detainee welfare.

Keywords

Indonesian National Police, Performance Improvement, Police Performance, Prisoner Care, Public Service.

1. Introduction

The Indonesian National Police is a state tool that plays a role in maintaining public security and order, enforcing the law and providing protection, protection and services to the community. In the context of law enforcement, especially in the field of investigation, it has been regulated regarding the authority of the National Police to detain suspects suspected of committing criminal acts, against suspects who have been detained and placed in the Police detention house, coaching and care must be carried out to help the smooth investigation process that is accountable and humane (Satrio, 2016)

The detention by the National Police must be carried out in accordance with the law and procedures regulated in the law, detention is carried out against a suspect who is suspected of committing a criminal act based on sufficient evidence, which includes at least two pieces of evidence in accordance with article 184 of the Criminal Code. All persons whose freedoms are deprived must still be treated humanely and with respect because of their inherent dignity as human beings. Prisoners who have basically been deprived of their freedom, must still be treated as innocent people before there is a legal decision that has permanent force by Article 22 paragraph 3 of the National Police Chief's Regulation Number 8 of 2009. Detainees should not be tortured, treated cruelly and inhumanely, subjected to degrading treatment and punishment or given other threats.

Law Number 2 of 2002 concerning the National Police of the Republic of Indonesia states that the main task of the National Police is to protect and serve the community and enforce the law, this duty includes the protection of prisoners who are facing legal problems as part of society. The Indonesian National Police, as a national law enforcer, certainly has the duties and authority to act as the vanguard in handling criminal acts and protecting the public from crimes that harm their basic rights (Janiah, 2022). Police must ensure that every step, from investigation, arrest, to prosecution, is carried out in accordance with applicable legal procedures, without arbitrary action or violating the suspect's rights (Halim & Mahludi, 2022). The police also need to increase public awareness to gain support for law enforcement, especially related to the eradication of money laundering to traffic regulation (Adji, 2024; Alfamantar & Fadillah, 2025). This includes public services such as prisoner care.

The treatment of prisoners carried out in the Police Detention Center includes all processes related to prisoner services, from the time they are received until they are released. Services provided to prisoners in the National Police include spiritual and physical fields, food provision, health checks, and time to receive visits and submission of complaints (Fitrian & Anwar, 2022). Detention placement is the act of placing prisoners in the police detention room based on gender and age as well as security and health considerations. Male prisoners, female prisoners and child prisoners, the placement of the detention rooms is differentiated. Meanwhile, prisoners are placed separately from other prisoners if the detainees are members of the National Police, prisoners suffer from infectious diseases or for the purpose of investigation.

Legal violations still occur in Police Detention Centers, involving both police officers and detainees. Issues such as violence, abuse, extortion, escapes, suicides, and the neglect of prisoners' rights like restricted communication and unaddressed complaints continue to arise and attract public attention through various media (Christian, 2020). Improving the performance of members of the National Police will affect the quality of prisoner care services at the National Police Detention Center. The quality of services provided by members of the National Police will certainly determine how satisfied the public is with the performance of the National Police (Juniarti & Putri, 2021; Aswin et al., 2022). To be able to meet public expectations and maintain public trust in the National Police, it is important for the National

Police to continue to improve its services and performance. This study aims to discuss the optimization of maintenance services through efforts to improve the performance of Indonesian National Police members.

2. Literature Review

Kamoda (2020) highlights that public services encompass activities designed to meet citizens' needs in accordance with legal frameworks, a principle central to the Indonesian National Police's mandate. Law Number 25 of 2009 mandates the state to fulfill basic rights, positioning the National Police as a key provider of protection, security, and community services. Sinambela (2008) identifies core principles, such as simplicity, participation, accountability, sustainability, transparency, and justice, as essential for effective public services. These principles demand that police services, including those in detention centers, be accessible, fair, and respectful of human dignity. However, implementing these principles in detention settings is complex due to resource constraints and the need to balance security with humane treatment (Kamoda, 2020). For instance, ensuring transparency in prisoner care is often hindered by limited personnel or outdated infrastructure, as observed in similar policing contexts (Amandita, 2023).

The National Police's front-line role, particularly through Integrated Police Service Centers and Command Centers, is critical in shaping public trust through direct interactions (Amandita, 2023). These units must exhibit professionalism and responsiveness to meet public expectations, yet challenges such as understaffing or lack of training can undermine service quality. Herlyanty et al. (2025) note that stakeholder engagement, including community involvement, enhances service delivery, suggesting that participatory approaches could improve detainee care. The tension between security priorities and public service principles requires a nuanced application of theory to ensure equitable treatment of detainees while maintaining order. This study leverages public service theory to explore how these principles can be practically applied to optimize prisoner care services in Indonesian detention centers, addressing gaps in their implementation.

Prisoner care in Indonesian detention centers involves comprehensive services, from admission to release, including food, health, and spiritual guidance. The National Police Chief Regulation Number 4 of 2015 mandates humane treatment, aligning with international standards like the United Nations Nelson Mandela Rules, which prioritize detainees' dignity and basic rights. However, Christian (2020) identifies persistent challenges, such as violence, extortion, and neglect of detainees' rights, which undermine service quality. Fitriani and Anwar (2022) argue that health services in detention centers often fail due to inadequate facilities and staffing, a concern echoed in the West Java Regional Police context. These issues highlight the need for systemic improvements to ensure detainees' basic rights are met.

Widijowati (2023) underscores the importance of legal protections for detainees, noting that violations like restricted communication reflect gaps in police adherence to human rights standards. Overcrowding and personnel shortages exacerbate these challenges, limiting the ability to provide consistent care (Favril et al., 2024). A rehabilitative approach that respects detainees' religious and psychological needs can mitigate stress and support mental health, yet implementation remains inconsistent (Pelizza et al., 2024). The integration of international standards into Indonesian practices is limited, creating a gap that this study addresses by examining optimization efforts in prisoner care services at the West Java Regional Police Dittahti Detention Center. By focusing on empirical practices, this research aims to bridge the divide between policy mandates and practical outcomes.

Aswin et al. (2022) assert that police performance significantly influences public service quality, including prisoner care, through factors like training, supervision,

and work environment. A harmonious work environment fosters motivation and discipline, enabling officers to adhere to standard operating procedures in detention centers (Saling et al., 2019). Supervision, as outlined in Police Chief Regulation Number 2 of 2022, ensures accountability and prevents misconduct, yet lapses can lead to incidents like escapes or detainee mistreatment. Herlyanty et al. (2025) highlight that inconsistent training programs limit officers' effectiveness in managing vulnerable groups, including detainees. These findings suggest that structured interventions are essential to enhance performance in detention settings.

Effective communication between officers and detainees is critical to reducing conflicts, such as riots or suicides, as noted by Nugraha et al. (2024). Mujianto et al. (2023) argue that technology, such as performance management systems, improves accountability, offering a model for detention services. However, poor communication and inadequate supervision can undermine these efforts, leading to breaches in detainee rights. Organizational behavior theory suggests that a supportive work environment and continuous training enhance performance, yet resource constraints often limit their implementation in Indonesian detention centers (Aswin et al., 2022).

Widijowati (2023) notes that while legal frameworks exist to protect detainees' rights, empirical studies on optimizing prisoner care through police performance in Indonesian detention centers are limited. Existing research, such as Christian (2020) and Fitriani and Anwar (2022), focuses on specific issues like health services or rights violations but lacks a holistic analysis of how police performance influences overall service quality. International studies, such as Favril et al. (2024), provide insights into detainee health and rights but do not address Indonesia's unique legal and cultural context. Mujianto et al. (2023) explore technology's role in policing but not its application to detention management, highlighting a gap in context-specific research. This study addresses these gaps by examining the interplay between police performance and prisoner care in the West Java Regional Police Directorate of Prisoners and Evidence (*Direktorat Tahanan dan Barang Bukti/ DITTAHTI*) Detention Center.

The absence of a comprehensive theoretical framework integrating public service theory, human rights, and police performance further underscores the need for this research. Nugraha et al. (2024) emphasize the importance of aligning police practices with human rights standards, yet few studies explore practical strategies for achieving this in detention settings. Herlyanty et al. (2025) suggest that stakeholder collaboration can enhance service outcomes, a principle applicable to detainee care but underexplored in Indonesian contexts. By employing an empirical juridical approach, this study provides practical recommendations for improving service quality, aligning with domestic regulations and international standards, and contributing to the broader discourse on humane and accountable detention practices.

3. Methods

This research employs empirical juridical approach, the research focuses on the Directorate of Prisoners and Evidence (*Direktorat Tahanan dan Barang Bukti/ DITTAHTI*) Detention Center of the West Java Regional Police. Empirical facts taken from human behavior, both verbal behavior obtained from interviews or real behavior carried out through direct observation of the optimization of prisoner care services through efforts to improve the performance of members of the National Police in the National Police Detention Center.

In this study, the author collected data sources which were divided into two, namely primary data and secondary data. According to Sulistyawan (2022), primary data is a type of data obtained directly from the research subject, the primary data collection technique is carried out by interviewing research informants and making

observations or observations of certain activities and events that occur. Secondary data is data obtained by the author indirectly through intermediary media, obtained or recorded by other parties. On the other hand, it is not directly obtained by the researcher from the research subject. The secondary data consists of primary legal materials, namely from the Regulation of the National Police Chief Number 4 of 2015 concerning the Care of Prisoners in the Police Environment and the Regulation of the National Police Chief Number 8 of 2009 concerning the Implementation of Human Rights Principles and Standards in the Implementation of Police Duties. Secondary legal materials are legal materials that explain primary legal materials. The secondary legal materials used in this study include books, scientific articles and various legal analyses. This research was carried out at the West Java Police DITTAHTI Detention Center, this location was chosen because the DITTAHTI is tasked with carrying out security, maintenance, and treatment of prisoners and evidence within the West Java Police.

4. Results

4.1 Optimizing Prisoner Care Services in the Police Detention Center

Prisoner care at the Police Detention Center involves comprehensive services from the time of admission to release (Rahman et al., 2024). Based on observations and interviews, several efforts have been made to optimize these services. One key aspect is the regular maintenance of detention facilities by officers at the West Java Regional Police Directorate. They routinely inspect and maintain various components, including detention buildings, cell rooms, bathrooms, water systems, lighting, sunbathing areas, guard rooms, doors, padlocks, and iron window bars.

According to the West Java Regional Police Siwattah DITTAHTI Office, proper maintenance of detention facilities is essential for ensuring prisoner order and preventing incidents such as escapes or suicides. Any damage found is promptly reported and coordinated with Yanma Polda for repairs. This proactive approach helps maintain safety and supports the effective delivery of prisoner care services.

One of the activities in the field of prisoner care, namely having the task of providing food services for prisoners in accordance with hygiene and health requirements, this is as stipulated in Article 13 of the Regulation of the National Police Chief Number 4 of 2015 concerning prisoner care within the National Police states that every prisoner has the right to get food, prisoner meals are given according to the schedule that has been determined in the prisoner's meal list. Prisoner care officers check whether the food served is suitable for consumption by prisoners, then if there is a prisoner's family who sends or gives food to prisoners, it must go through an inspection process by prisoner care officers and prison guards so that safety is guaranteed and not excessive, because excessive food can interfere with prisoners' health.

Prisoner needs service activities at the National Police Detention Center are carried out routinely once a week, where this prisoner needs service is an activity to distribute prisoner needs items provided to maintain the health of prisoners and the cleanliness of the prison environment. Necessities or necessities distributed for the health and hygiene of prisoners include body soap, shampoo, toothpaste, toothbrush, clothing deodorant, laundry soap, laundry brushes, buckets, camphor, dippers and medicines for first aid.

Physical Development of Prisoners is carried out through light sports activities by stretching muscles every morning in a prison environment, this is done so that prisoners do not experience saturation, stress and the health condition of prisoners is maintained (Amalia & Febriyanto, 2022). Spiritual or religious development activities, carried out in accordance with the religion and beliefs of the prisoners, for prisoners who are Muslims or Muslims are required to carry out prayers 5 times

every day and activities of reading the Qur'an and reading Asmaul Husnah besides that every Friday night in the prison environment is carried out by Yasinan. As for Christian prisoners, they carry out spiritual guidance every Monday by carrying out joint prayer activities accompanied by Christian chaplains, and for Hindu/Buddhist prisoners, they are obliged to carry out worship or prayer independently in accordance with their religion and beliefs.

As stipulated in article 19 of the National Police Chief's Regulation Number 4 of 2015 concerning the care of prisoners within the National Police stated that while in the Police Detention Center, prisoners are required to wear predetermined prisoner clothes, the prisoner care officer is in charge of providing prisoner clothes to newly entered prisoners, maintaining the cleanliness of prisoners' clothes and taking prisoner clothes when prisoners leave the Police Detention Center.

According to the West Java Regional Police Siwattah DITTAHTI, prisoners are required to continue wearing prisoner clothes when prisoners will carry out activities outside the detention room such as prisoner bonds, health checks at clinics or when prisoners are hospitalized, this is to facilitate supervision so that members of the National Police and the public know and can distinguish between prisoners and the community in general when prisoners are outside the detention center.

As stipulated in article 20 of the National Police Chief Regulation Number 4 of 2015 concerning the treatment of prisoners within the National Police states that prisoners are given the right to receive visits from family or friends, doctors, clergy, legal advisors, teachers and administrators and/or members of social and community organizations. The schedule of visits or prisoner visits is carried out during working hours every Tuesday and Thursday, tomorrow prisoners are also held on religious holidays such as Eid al-Fitr, Eid al-Adha, Christmas, Galungan, Vesak, Chinese New Year and Indonesian Independence Day. Tomorrow's activities for prisoners are carried out in the prisoner's room tomorrow, the prisoner is not allowed direct contact with the prisoner or the prisoner is allowed to enter the prisoner's cell, and tomorrow's time is a maximum of 30 minutes and the number of prisoners who is allowed to enter the prisoner's room is a maximum of 3 people. Prisoner care officers and prison guards are obliged to inspect the food brought by the detainees that will be given to the prisoners.

According to the Head of the West Java Regional Police, the number of personnel assigned to prisoner care and security in the Dittahiti Detention Center remains insufficient, highlighting the need for additional staff, especially to inspect food brought for prisoners. The detention system operates free of charge, with strict prohibitions against officers or prisoners accepting any form of reward related to detention activities. Health services are routinely provided, with prison officers conducting daily checks. If a prisoner becomes ill, they are taken to the Polyclinic under supervision. In emergency cases, with investigator approval, seriously ill prisoners are immediately taken to Sartika Asih Hospital for treatment. These procedures are part of maintaining humane care and ensuring detainees' rights to proper medical attention.

Discipline and legal awareness are developed through daily guidance during routine checks, emphasizing adherence to detention center rules. Prisoners are encouraged to report mistreatment, as stated in Article 21 (1)(2) of Regulation of the Chief of the Republic of Indonesia Police (*Peraturan Kepala Kepolisian Republik Indonesia/Perkap*) Number 4 of 2015. However, incidents like escapes, suicide attempts, and prisoner fights are often linked to officers ignoring complaints or showing indifference, reflecting a need for greater attention and responsiveness from detention personnel.

4.2 Improving Police Performance in Prisoner Care

The improvement in the performance of members of the National Police has an impact on improving the quality of prisoner care services in the Police Detention Center, based on the results of observations and interviews, it can be seen that there are several steps taken in an effort to improve the performance of police members in the West Java Police Detention Center as follows.

Creating a harmonious work environment is essential for enhancing the performance of National Police personnel in providing prisoner care services (Dennard et al., 2021). A supportive and positive workplace atmosphere fosters comfort and motivation among all personnel at the DITTAHTI Detention Center of the West Java Regional Police, encouraging them to carry out their duties effectively and in accordance with established standard operating procedures. A harmonious environment not only boosts morale but also contributes to discipline and cooperation among officers, which is crucial for maintaining high standards in the care and management of detainees (Arifin & Al Muqsith, 2025).

In addition, improving performance is achieved by controlling the behavior of National Police members through consistent supervision (Mustofa et al., 2022). Inherent supervision, as outlined in Police Chief Regulation Number 2 of 2022, involves continuous oversight by superiors to direct and manage subordinates, preventing misconduct. This supervision includes activities such as briefings, inspections, assistance, supervision, and regular monitoring and evaluation. Within the West Java Police DITTAHTI Detention Center, this oversight is carried out by leaders at all levels, from the Director, Deputy Director, Sub-Directorate Heads, Section Heads, Unit Heads, to Guard Commanders. Furthermore, supervisory officer pickets play a critical role as representatives of leadership, ensuring that officers on duty perform their prisoner guard tasks in a disciplined and responsible manner, thereby optimizing security and care services for detainees.

Training is to enhance the skills of National Police personnel in prisoner handling and evidence management is conducted through both theoretical and practical sessions. This training equips officers at the West Java Police DITTAHTI Detention Center with the necessary knowledge and expertise to perform their duties effectively and professionally. Beyond meeting operational needs, the training also aims to strengthen members' capabilities and integrity in fulfilling their responsibilities (Purwanggono, 2023).

Performance assessment is a vital aspect of improving police service quality in detention centers. It is conducted through an online performance management system that includes planning, monitoring, evaluation, and appraisal, as outlined in Police Chief Regulation Number 2 of 2018. The system ensures assessments are objective, transparent, and accountable, covering employment contracts, additional tasks, behavior, awards, and sanctions. Supervisors and peers conduct evaluations, with supervisors offering guidance and motivation if performance targets are not met, and recommending further training when needed. According to the Head of the West Java Regional Police Directorate, all prisoners in the West Java Regional Police Detention Center are treated fairly and humanely, there are incidents involving prisoners in several areas such as escaped prisoners, suicide prisoners and fights between prisoners and so on, one of the causes is poor communication between prison officers and prisoners.

5. Discussion

Observations and interviews at the West Java Police DITTAHTI Detention Center show that prisoner care services have been systematically optimized in line with National Police Chief Regulation Number 4 of 2015. Efforts include facility maintenance, basic services like food and hygiene, as well as physical, spiritual, and legal awareness development, reflecting the duties, responsibilities, and ethical code

of the National Police (Nugraha et al., 2024). Periodic maintenance of detention facilities reflects concern for the security and comfort of both prisoners and officers. Prompt repairs to damaged infrastructure, such as doors and padlocks, help prevent escapes and maintain order, highlighting the impact of a prison's physical environment on stability. Health-compliant food services and the inspection of family-provided meals show efforts to uphold prisoners' basic rights. Providing personal necessities like soap and medicine supports sanitation and health, addressing issues noted by Ramadhan and Wibowo (2021) about the ineffectiveness of such services in many detention facilities.

Physical and spiritual development tailored to each prisoner's beliefs respects religious rights while helping reduce stress and support mental health, through activities like congregational prayers and worship. A psychological approach is essential to prevent mental health issues among inmates (Pelizza et al., 2024; Andrade et al., 2024). Uniform clothing and transparent procedures for daily routines promote order and aid supervision, especially in identifying escaped prisoners (Putra, 2023). However, limited personnel for guarding and inspections remains a major obstacle, highlighting the need for increased staffing. Timely health services, including emergency hospital referrals, uphold detainees' right to healthcare, while routine discipline and legal education efforts reflect a rehabilitative approach (Favril et al., 2024; Bowstead & Meek, 2024).

Efforts to improve the performance of National Police members in prisoner care services are crucial for enhancing professionalism, particularly at the West Java Police DITTAHTI Detention Center. This study found that several concrete strategies are implemented, including fostering a harmonious work environment, conducting inherent supervision, providing routine training, and applying a technology-based performance appraisal system. A supportive and positive work environment strengthens motivation, encourages teamwork, and boosts the work ethic of personnel, aligning with organizational behavior theory that emphasizes the impact of workplace atmosphere on productivity.

Inherent supervision serves as a key internal control mechanism to ensure discipline and prevent misconduct among members. As outlined in Police Chief Regulation Number 2 of 2022, this supervision includes preventive and corrective measures such as evaluation, guidance, and monitoring by appointed supervisory officials. At the West Java Police DITTAHTI Detention Center, this is executed through a structured chain of command from top leadership to guard supervisors illustrating a clear application of the principle of command responsibility in maintaining order and professionalism.

Effective communication between officers and prisoners is also an important factor that cannot be ignored. In accordance with the mandate of Perkap Number 4 of 2015 Article 21, officers are obliged to pay attention to the physical and psychological condition of prisoners. Lack of communication has the potential to give rise to conflicts, such as escapes, suicides, and riots between prisoners, which proves that the humanitarian aspect cannot be separated from the management of the prison. One way to improve communication is Research on social media usage in policing shows digital technology strengthens police-community relations and improves community policing methods because consistent transparent communication on social media platforms enhances public trust (Ralph et al., 2024; Juang et al., 2025).

Based on the empirical juridical analysis of the DITTAHTI Detention Center of the West Java Regional Police, it is recommended to strengthen routine monitoring and evaluation to ensure compliance with national laws and human rights standards, supported by regular training for officers on legal procedures and detainee rights. Practical measures should include improving access to legal aid, medical care, and family visits, alongside a transparent grievance mechanism with guaranteed follow-

up. At the policy level, the development of comprehensive SOPs aligned with both domestic regulations and international standards, the establishment of independent oversight bodies, and the adoption of digital record-keeping for detention processes are essential. Integrating empirical findings into regulatory reforms will help close legal gaps, enhance accountability, and promote a detention system that upholds justice and human dignity.

6. Conclusion

The research concludes that prisoner care services at the West Java Regional Police DITTAHTI Detention Center are generally effective, despite a shortage of personnel. Efforts include facility maintenance, food and hygiene services, physical and spiritual development, health services, discipline and legal education, and handling prisoner complaints all aimed at ensuring a humane and accountable investigation process. Improving police personnel performance is crucial to enhancing service quality in detention centers. Strategies include fostering a harmonious work environment, implementing internal supervision, providing training, using performance management systems, and encouraging positive communication with inmates. These efforts aim to ensure that police officers carry out their roles professionally and effectively, thereby maintaining public trust in the National Police.

Based on the results of this study, it is suggested that the West Java Regional Police increase the number of DITTAHTI personnel to address the shortage affecting prisoner care services. Efforts should also focus on strengthening supervision, improving facility maintenance, and ensuring the consistent fulfillment of prisoners' basic rights, including health, hygiene, and spiritual development. Regular training and performance evaluations are essential to enhance the professionalism of National Police members. In addition, integrating psychological support services and promoting effective communication between officers and inmates could further improve the overall quality of care and institutional trust. However, this study has several limitations. It was conducted at a single detention center, limiting the generalizability of the findings to other regions. The reliance on qualitative methods such as observation and interviews may also introduce subjective biases. Therefore, future research should involve multiple detention centers to allow for comparative analysis and broader conclusions. Incorporating quantitative approaches, such as surveys or statistical assessments, can provide more objective measurements of service quality and performance outcomes

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Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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