

Factors Influencing the Implementation of Detention Care Policy in the Environment of Banten Regional Police Department

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Abstract

This study emphasizes the importance of the factors that influence the implementation of prisoner care policies that involve important and strategic components in supporting efforts to effectively implement prisoner care policies. The study uses a quantitative research approach to collect accurate and unbiased data. It involves a sequential explanatory strategy for data analysis and requires a minimum sample size of 60. The research includes 175 Polri members, 57 detainee families, and 114 detainees. Data collection is done through direct visits, and analysis techniques include descriptive statistics, Kruskal Wallis Difference Test, Spearman Correlation, and inferential statistics. Measurement validity is tested using AVE and factor loading, while reliability is assessed through Cronbach's Alpha. The structural model evaluation is based on R² and path coefficient values. The results of this study indicate that all of the research hypotheses were accepted. Suggestions that can be given to related parties are improving communication, resources, disposition and bureaucratic structure and implementing transformational leadership styles so that the implementation of optimal prisoner care policies.

I. Introduction

This study was conducted to examine the factors that influence the implementation of detainee care policies within the Banten Police, as stipulated in the Regulation of the Chief of the Indonesian National Police Number 4 of 2015 concerning Detainee Care within the Indonesian National Police. The study of factors influencing the implementation of detainee care policy is functioned to discuss what factors influence the implementation of this detainee care policy, which is then sought to systematize detainee care in order to have a positive influence and impact on detainees, the community in the detention environment and all stakeholders.

Examination of the factors that influence the implementation of detainee treatment policies needs to be done considering that the treatment of detainees carried out by the Police is one of the most important forms of police service, because it can have an impact on public trust in the function of police institutional services in treating detainees more humanely and educating the personality and behavior of people who have violated existing legal and social norms (Susanto et al., 2022). Therefore, research is needed on the factors that influence the implementation of the police detainee treatment policy.

The analysis of factors influencing the implementation of detainee care policy constitutes an evaluation of Polri services in detainee care. The regulations governing detainee care implementation have been outlined in Regulation Number 4 of 2015 issued by the Chief of the Indonesian National Police concerning Detainee Care within the Indonesian National Police. Consequently, the legal framework provided in the Chief of Police Regulation serves as a policy that must be adhered to by all police institutions, from the Headquarters level to the Polsek level. Assessing the implementation of detainee care policy is essential, as it offers insights into the factors affecting its execution. These factors include communication, resources, disposition, bureaucratic structure, and leadership, the latter being crucial in determining the policy's implementation and forming one of the variables under study (Aneta, 2010).

Seeing the importance of research on the analysis of factors affecting the implementation of public policies as stated in the various studies above, according to these needs and the problems found in the Polri detention centers in the jurisdiction of the Banten Police, an evaluation needs to be carried out, so that the results of research on the analysis of factors affecting the implementation of detainee care policies contained in the Regulation of the Chief of the National Police of the Republic of Indonesia Number 4 of 2015 concerning Detainee Care within the National Police of the Republic of Indonesia can be used appropriately to overcome various problems in the field and answer all the objectives of making

public policy. In accordance with these interests, the researchers conducted research on analyzing the factors that influence the implementation of public policies related to the Regulation of the Chief of the Indonesian National Police.

2. Literature Review

a. Theoretical Framework

a) Public Policy Theory

Public policy is an action taken by the Government to regulate what will be done in the form of positive or negative actions based on the law. In accordance with this explanation, the main characteristic of public policy is to take action to achieve goals, which contains a pattern of government activities through a decision, which is carried out to regulate something that is intended for public benefit.

b) Public Policy Process

Dunn (2017) explains that the public policy analysis process is an activity carried out with political objectives, which is used for policy making as a series of interdependent stages in a time sequence that includes agenda setting activities, policy formulas, policy adoption, policy implementation and policy assessment. Meanwhile, the intellectual activities of public policy include problem formulation, forecasting, policy recommendations, supervision, and policy evaluation.

c) Public Policy Implementation Theory

Based on various explanations of the definition of public policy implementation, it can be understood that the implementation of public policy begins with setting goals and objectives which are then formulated in a decision, which is also realized in an action in order to produce the predetermined goals (N. Abdul Wahab, 2008).

d) Public Policy Implementation Approach

The approaches that can be applied in a policy according to Zainal (2004) are:

- 1) Efforts to collect data and analyze data in accordance with the nature of objectivity so that it does not have a biased meaning.
- 2) Collecting data is done in a directed manner.
- 3) Using certain relevant measuring instruments and criteria.
- 4) Explaining the formulation of definite and clear policies.

e) Transformational Leadership Style Theory

The transformational leadership style is built on a charismatic approach to leadership. Bass 1985 in Nugroho (2006) explains transformational

leadership, describing leaders as change agents who bring in and change the beliefs, attitudes, and motivations of their followers.

b. State of Art of Previous Research

In this study, previous research used which were related to the variables studied:

Table 1. State of Art of Previous Research

Name (Year)	Object	Type & Method	Analysis Technique	Result
Ariyani et al. (2014)	Agropolitan Areas in the Regency Probolinggo	Quantitative; survey method	Multiple Linear Regression	indicates that resource variables, executor attitudes, communication, and bureaucratic structure have a positive and significant effect simultaneously.
Humaizi (2013)	Communication and Informatics Office of Sumatra Province	qualitative and using a sample	Interview	The implementation of the Public Information Center Policy at the Office of Communication and Information of North Sumatra Province has generally been carried out well,
Sabdaningtyas, 2018	Elementary school	Quantitative	SEM	School environmental conditions, school policy implementers, policy target groups and school organizational management processes are dynamic factors that form an appropriate model for evaluating minimum service standards in schools at the primary school level.

Source: processed from previous research

c. Problems and Gap Analysis

The problem examined in this study is about the factors that influence the implementation of detainee care policies in the Banten police. In addition, in accordance with the results of previous research, it will also be seen the consistency of the relationship between variables from the results of previous research when applied to the object of this research. Therefore, the following research hypothesis is proposed:

H1 = There is an influence of communication on transformational leadership style

H2 = There is an influence of disposition on transformational leadership style

H3 = There is an influence of resources on leadership style transformational leadership style

H4 = There is an influence of bureaucratic structure on transformational leadership style

H5 = There is an effect of communication on the implementation of detainee care policies at Banten Police

H6 = There is an influence of disposition on the implementation of detainee care policies at Banten Police

H7 = There is an influence of resources on the implementation of detainee care policy at Banten Police

H8 = There is an influence of bureaucratic structure on the implementation of detainee care policy at Banten Regional Police

H9 = There is an influence of transformational leadership style on the implementation of detainee care policy in Banten Police

H10 = There is a mediating influence of transformational leadership style between communication on the implementation of detainee care policy in Banten Police

H11 = There is a mediating influence of transformational leadership style between disposition on the implementation of detainee care policy in Banten Police

H12 = There is a mediating influence of transformational leadership style between resources on the implementation of detainee care policies at Banten Police

H13 = There is a mediating influence of transformational leadership style between bureaucratic structure on the implementation of detainee care policy at Banten Police.

3. Research Method

a. Research Approach and Methods

This research uses quantitative research. The advantage of quantitative research is to obtain data that is more comprehensive, valid, reliable, and objective. The strategy applied in the implementation of this quantitative research uses a sequential explanatory strategy, in which the research is carried out by collecting data and analyzing quantitative data, which is built on the preliminary results of quantitative research data collection and analysis that builds on the initial results of quantitative research.

b. Population and Sample

The minimum sample that must be used is 60, but in this study 175 samples of Polri members will be used because the more samples the better because they are closer to the population. In addition, as much as to find out the description of the characteristics of detainee care, researchers also used 57 samples of detainee families, as well as 114 samples of detainees.

c. Data Collection Technique

Data collection in this study was carried out by means of researchers going directly to the research location and distributing this research questionnaire which contained a number of written statements to research respondents who had been previously determined

d. Data Analysis Technique

a) Descriptive Statistics

Sekaran & Bougie (2017) state that descriptive statistics consist of frequency, measures of tendency, and dispersion where frequency shows how often sub-categories occur, measures of tendency show which responses occur most often which can be divided into mean, median, and mode, and dispersion which is divided into distance, standard deviation, and variance.

b) Kruskall Wallis Difference Test

The Kruskall wallis test is a non-parametric statistical test to test whether there are differences between more than two units that do not meet the assumptions of normality or homogeneity.

c) Spearman Correlation

Spearman's correlation is used to determine the relationship between the variables of Communication, Resources, Disposition, Bureaucratic Structure, Transformational Leadership Style and Implementation of Detainee Care Policy along with the relationship between these variables and each dimension.

d) Inferential Statistics

Sekaran and Bougie (2017) state that inferential statistics are statistics that establish relationships between variables and then draw a conclusion.

e. Testing the Measurement Model (Outer-Model)

a) Validity Test

The definition of validity according to Sekaran and Bougie (2017) is a test of how well an instrument developed measures the specific concept to be measured. Average Variance Extracted (AVE) and factor loading are used to measure convergent validity. AVE results must be more than > 0.50 and for factor loading must be more than 0.7 . By meeting these requirements, the indicators are said to be convergently valid. While testing discriminant validity by looking at the cross loading value for each variable which must exceed the value of 0.70 .

b) Reliability Test

The reliability test aims to determine the accuracy, consistency and accuracy of the instrument in measuring constructs. Measurement of construct reliability can be done in two ways, namely Cronbach's Alpha and composite reliability. If the Cronbach's Alpha and composite reliability values are more than 0.70 , the variable can be said to be reliable.

f. Testing the Structural Model (Inner - Model)

Jogiyanto & Abdillah (2015) state that the structural model in PLS is evaluated using R^2 for the dependent variable, the path coefficient value or t-values for each path to test the significance between variables in the structural model. The R^2 value is needed to measure the level of variation in changes in the independent variable on the

dependent variable so that the higher the R2 value, the better the prediction model of the proposed research model. The value of R2 is categorized as strong if the value of R2 is more than 0.67, then if the value of R2 exceeds 0,33, it is declared moderate, and if the value of R2 exceeds 0,19 the model is declared weak (Ghozali and Latan, 2015). Decision making in hypothesis testing is by looking at the T value in the PLS path analysis output table, provided that the hypothesis can be accepted if the calculated T value is greater than 1.96 or the significance value is less than 5%.

g. Preliminary Study

The purpose of conducting a preliminary study is to ensure that the questions in the questionnaire can be understood by the respondents. In addition, a preliminary study was conducted to ensure that the indicators used in the questionnaire were valid and reliable so that the data obtained could be in accordance with the objectives of this study. The preliminary study consists of a reliability test and a validity test so that the measurement results can be reliable and reduce the possibility of measurement errors. In this preliminary study, the questionnaire was distributed to 30 police officers. The results of the preliminary study validity test were evaluated through Average Variance Extracted (AVE), convergent validity and discriminant validity of latent constructs.

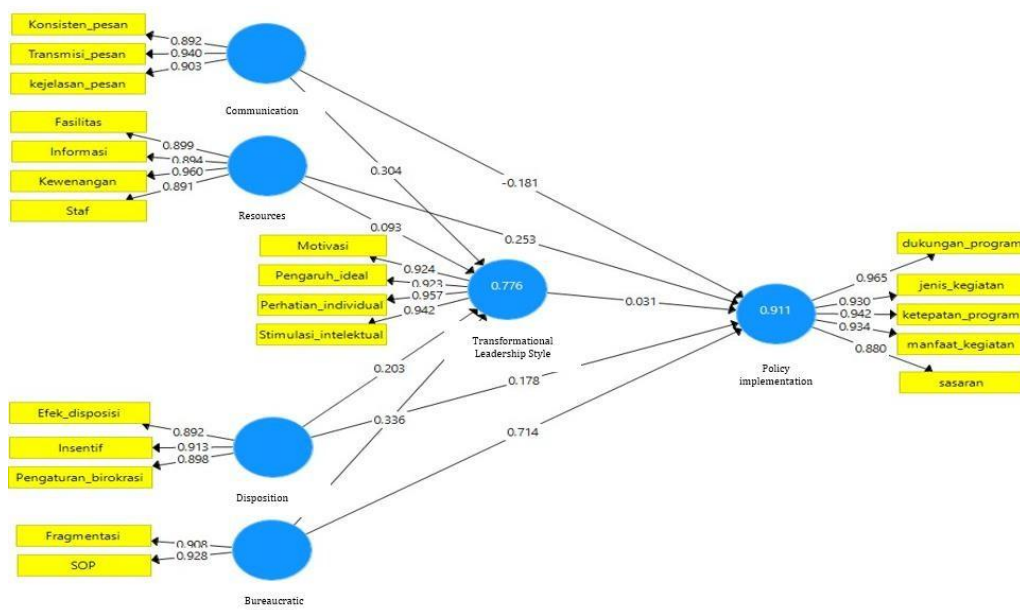


Figure 1. Relationship between Measurement Model and Structural Model

Based on the figure listed above which is the result of the calculation of the data validity test, it is known that all indicators meet the predetermined criteria. The criteria for an indicator to be said to be valid is when the value of the data validity test of the indicator exceeds 0.7 (Ghozali and Latan 2015).

Table 2. Pre-test Data Validity Test Results

Dimension/ Variable	Disposition	Transformational Leadership Style	Policy Implementation	Communication	Bureaucratic Structure	Resources
Disposition_ effect	0,892					
Incentive	0,913					
Bureaucrati c_Arrangem ents	0,898					
Motivation		0,924				
Idealized_in fluence		0,923				
Individual_a ttention		0,957				
Intellectual_ stimulation		0,942				
Program_su pport			0,965			
Type_of_acti vity			0,930			
Appropriate ness_of_the_ program			0,942			
Activity_ben efits			0,934			
Target			0,880			
Message_ consistency				0,892		
Message_tra nsmission				0,940		
Clarity_of_m essage				0,903		
Fragmentati on					0,908	
SOP					0,928	
Facility						0,899
Information						0,894
Authority						0,960
Staff						0,891

Source: Data Processing Results, 2020

After validity testing, testing is also carried out based on the Average Variance Extracted (AVE) value. AVE is a coefficient that explains the variance in indicators that can be explained by common factors (Ghozali and Latan, 2015). Based on the data obtained and processed using the SmartPLS 3.2 program, the AVE results are obtained as follows:

Table 3. Pre Test AVE Value

Variable	Average Variance Extracted	Description
Disposition	0,812	Valid
Transformational Leadership Style	0,877	Valid
Policy Implementation	0,866	Valid
Communication	0,832	Valid
Bureaucratic Structure	0,842	Valid
Resources	0,831	Valid

Source: Data Processing Results, 2020

According to Ghazali & Latan (2015) the resulting AVE value must be greater than 0.5. This value means that 50% or more of the indicator variance can be explained. Based on the table listed above, it can be seen that all variables meet the specified requirements.

In validity testing, discriminant validity testing is also carried out. Discriminant validity testing is shown from the square root of AVE for each construct greater than the value of the relationship between constructs in the model which is the Fornell-Lacker criterion (Ghozali and Latan, 2015). The calculation of the reliability value is based on the table data below:

Table 4. Discriminant Validity of Actual Research (Fornell-Larcker Criterion)

Variable	Disposition	Transformational Leadership Style	Policy Implementation	Communication	Bureaucratic Structure	Resources
Disposition	0,901					
Transformational Leadership Style	0,780	0,937				
Policy Implementation	0,811	0,827	0,931			
Communication	0,799	0,847	0,847	0,912		
Bureaucratic Structure	0,774	0,843	0,841	0,882	0,918	
Resources	0,794	0,826	0,883	0,908	0,880	0,912

Source: Data Processing Results, 2020

The table 4, the results of the calculation of discriminant validity based on the Fornell and Larcker criteria. It can be seen that the first value in the Disposition row and column shows the highest value among the values below, which is 0.901. This shows that the square root value of AVE is higher than the relationship value, thus fulfilling discriminant validity.

In conducting the research reliability test, it will be seen from the composite reliability value. This is because the value produced by composite reliability is higher than Cronbach's alpha. Ghazali and Latan (2015) also recommend using the composite reliability value. The results of the actual research data processing are attached in the table below:

Table 5. Reliability Test Result

Variable	Composite Reliability	Result
Disposition	0,928	Reliable
Transformational Leadership Style	0,966	Reliable
Policy Implementation	0,970	Reliable
Communication	0,937	Reliable
Bureaucratic Structure	0,914	Reliable
Resources	0,952	Reliable

Source: Data Processing Results, 2020

Based on the composite reliability value presented in the table, it is clear that all

variables satisfy the criteria as their values are above 0.7. Consequently, the Resource variable is deemed to have high reliability. In conclusion, all variables are deemed to have high reliability based on the information provided.

4. Results and Discussion

a. Perceptions of Detainees and Detainees' Families towards the Implementation of Detainee Care Policy at Banten Police.

In detail, the assessment of the perception of the detainees' families based on the researchers' analysis of each variable question item is presented in the following table:

a) Family perceptions of Banten Police detainees

To be able to see more clearly about the average value of results on each perception of the detainee's family in this study can be seen in the bar chart below.

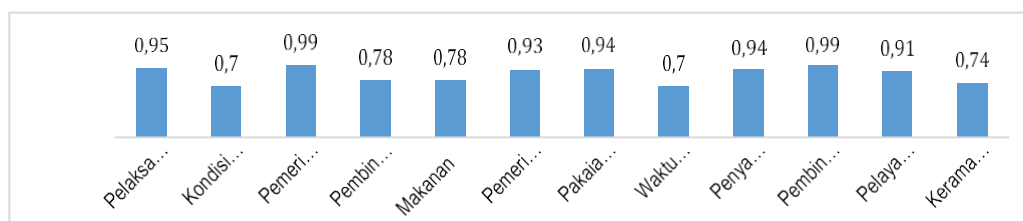


Figure 2. Diagram of Average Family Perceptions of Detainees
Source: Data Processing Results, 2020

Based on the figure 2, it can be seen that the highest average value lies in the aspects of detainee examination and detainee discipline development, while the lowest average lies in the aspects of detention room conditions and visiting time. This means that the aspect of detention room conditions needs to be improved by providing a special detention room for those with infectious diseases and more effective visiting time. In addition, other aspects also need to be improved to maintain the care of Banten Police detainees for mutual convenience.

b) Perception of Banten Police Detainees

To be able to see more clearly about the average value of results on each perception of the detainee's family in this study can be seen in the bar chart below:

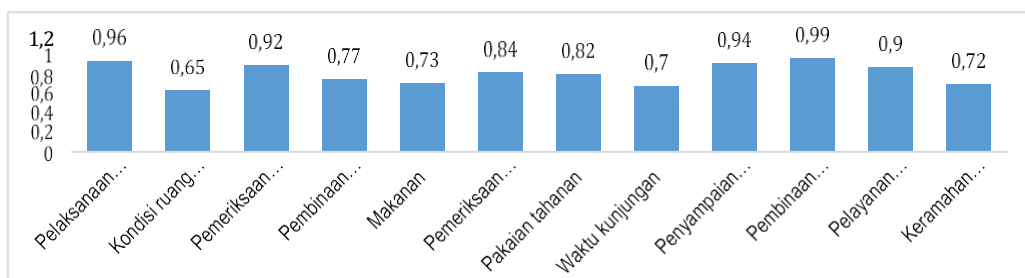


Figure 3. Diagram of Average Prisoner Perceptions

Source: Data Processing Results, 2020

Based on the figure 3, it can be seen that the highest average value lies in the aspect of fostering detainee discipline, while the lowest average lies in the aspect of detention room conditions. This means that the condition of the detention room needs to be improved by providing a special detention room for those with infectious diseases and more effective visiting times. In addition, other aspects also need to be improved to maintain the care of Banten Police detainees for mutual convenience.

b. Police Members' Perceptions of Communication, Resources, Disposition, Bureaucratic Structure and Implementation of Detainee Care Policy at Banten Police Department

This study will describe the data description of the perceptions of Polri members on the variables of Communication, Resources, Disposition, Bureaucratic Structure, Transformational Leadership Style and Policy Implementation which includes the minimum value, maximum value, average, and standard deviation on each variable.

a. Description of Communication Variables

There are three indicators that can be used in measuring the success of communication variables, namely transmission, clarity and consistency which are described as follows:

Table 6. Descriptive Statistics of Communication Variables

Variable/Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Communication	175	2.11	4.89	3.7543	0.69630
Message transmission	175	2.00	5.00	3.7638	0.80711
Message clarity	175	2.00	5.00	3.7505	0.74832
Message consistency	175	2.00	5.00	3.7486	0.76832

Source: Data Processing Results, 2020

Based on the descriptive statistics, it can be seen the average answer of respondents with 175 respondents. The communication variable has a minimum

value of 2.11 and a maximum of 4.89 by showing an average of 3.7543. The standard deviation on this variable is 0.69630 which is smaller than the average, indicating that the data or variables do not vary. In the communication variable, there are 3 dimensions, namely the message transmission dimension, the message clarity dimension, and the message consistency dimension.

Based on the explanation above, it can be seen that the communication variable is good because decision makers already know what they will do and have achieved three indicators that can be used in measuring the success of the communication variable discussed previously.

b. Description of Resource Variables

According to Edward III (1980) policy implementation model, resources are important in implementing policies. The resource indicators consist of staff, information, authority and facilities which are described as follows:

Table 7. Descriptive Statistics of Resource Variables

Variable/Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Resources	175	2.17	4.75	3.7662	0.68034
Staff	175	1.67	5.00	3.8095	0.75339
Information	175	2.00	5.00	3.7467	0.74874
Authority	175	2.00	5.00	3.7524	0.78273

Source: Data Processing Results, 2020

Based on the descriptive statistics above, it can be seen the average answer of respondents with 175 respondents. The resource variable has a minimum value of 2.17 and a maximum of 4.75 by showing an average of 3.7662. The standard deviation on this variable is 0.68034 which is smaller than the average, indicating that the data or variables do not vary. In the resource variable, there are 4 dimensions, namely the staff dimension, information dimension, authority dimension and facility dimension.

Based on the explanation above, it can be seen that the implementation of policies in resources is very good, this is evidenced by the utilization of staff or human resources who have done their jobs well and the utilization of existing information so that it must be processed properly. In addition, there are also several facilities that support the successful implementation.

c. Description of Disposition Variable

According to Edward (1980) policy implementation model, the disposition or attitude of policy implementers is the third important factor in the approach to implementing a public policy. If the implementer of a policy wants to be effective,

then the policy implementer not only knows what to do but must have the ability to carry it out, so that in practice there is no bias described as follows:

Table 8. Descriptive Statistics of Disposition Variables

Variable/Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Resources	175	2.17	4.75	3.7662	0.68034
Staff	175	1.67	5.00	3.8095	0.75339
Information	175	2.00	5.00	3.7467	0.74874
Authority	175	2.00	5.00	3.7524	0.78273

Source: Data Processing Results, 2020

Based on the descriptive statistics above, it can be seen the average answer of respondents with 175 respondents. The disposition variable has a minimum value of 1.56 and a maximum of 4.89 by showing an average of 3.7371. The

standard deviation on this variable is 0.71824 which is smaller than the average, indicating that the data or variables do not vary. In the disposition variable, there are 3 dimensions, namely the dimension of bureaucratic arrangements, the dimension of dispositional effects and the dimension of incentives.

Based on the explanation above, the attitude of policy implementers is effective because they not only know what they will do but they also have the ability to carry out their respective duties, so that in practice there is no habit.

d. Variable Description of Bureaucratic Structure

According to Edward III (1980) policy implementation model, there are two characteristics to boost the performance of the bureaucratic/organizational structure towards a better direction, namely making standard operating procedures and fragmentation which are described as follows:

Table 9. Descriptive Statistics of Bureaucratic Structure Variables

Variable/Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Bureaucratic Structure	175	2.00	5.00	3.7962	0.73134
Fragmentation	175	1.67	5.00	3.7867	0.77489
SOP	175	2.00	5.00	3.8057	0.80490

Source: Data Processing Results, 2020

Based on the descriptive statistics above, it can be seen that the average answer of respondents with 175 respondents. The bureaucratic structure variable has a minimum value of 2.00 and a maximum of 5.00 by showing an average of 3.7962. The standard deviation on this variable is 0.73134 which is smaller than the average, indicating that the data or variables do not vary. In the bureaucratic structure variable, there are 2 dimensions, namely the fragmentation dimension and the SOP dimension.

Based on the explanation above, it can be seen that the existing bureaucratic system has been carried out properly and policy implementation has been arranged in accordance with predetermined standards.

e. Description of Transformational Leadership Style Variables

Transformational leadership style is a leader who inspires followers to put aside their personal interests and has an extraordinary ability to influence which is described as follows:

Table 10. Descriptive Statistics of Transformational Leadership Style Variables

Variable/Dimension	N	Minimum	Maximum	Mean	Std. Deviation
Transformational leadership style	175	1.83	5.00	3.7795	0.71758
Idealized influence	175	2.00	5.00	3.8171	0.82943
Motivation	175	1.67	5.00	3.7619	0.83342
Intellectual simulation	175	2.00	5.00	3.8133	0.78342
Individualized attention	175	1.00	5.00	3.7257	0.76293

Source: Data Processing Results, 2020

Based on the descriptive statistics above, it can be seen that the average answer of 175 respondents. The transformational leadership style variable has a minimum value of 1.83 and a maximum of 5.00 by showing an average of 3.7795. The standard deviation on this variable is 0.71758 which is smaller than the average, indicating that the data or variables do not vary. In the transformational leadership style variable, there are 4 dimensions, namely the idealized influence dimension, the motivation dimension, the intellectual stimulation dimension and the individualized attention dimension.

f. Description of Policy Implementation Variables

Public policy as action on previous decisions. This action includes efforts to transform decisions into operational actions within a certain period of time as well as in order to continue efforts to achieve major and minor changes set by policy decisions made by public organizations directed at achieving predetermined goals described as follows:

Table 11. Descriptive Statistics of Policy Implementation Variables

Variables/Dimensions	N	Minimum	Maximum	Mean	Std. Deviation
Policy Implementation	175	1.73	5.00	3.7691	0.69766
Program support	175	1.00	5.00	3.7810	0.82251
Program accuracy	175	1.67	5.00	3.7600	0.79240
Type of activity	175	2.00	5.00	3.7638	0.75816
Activity benefits	175	1.67	5.00	3.7619	0.80059
Target	175	2.00	5.00	3.7790	0.80194

Source: Data Processing Results, 2020

Based on the descriptive statistics above, it can be seen that the average answer of respondents with 175 respondents. The policy implementation variable has a minimum value of 1.73 and a maximum of 5.00 by showing an average of 3.7691. The standard deviation on this variable is 0.69766 which is smaller than the average, indicating that the data or variables do not vary. In the policy implementation variable, there are 5 dimensions, namely the dimension of program support, the dimension of program accuracy, the dimension of the type of activity, the dimension of activity benefits and the target dimension.

c. The Influence of Communication, Resources, Disposition, Bureaucratic Structure and Transformational Leadership Style on the Implementation of Detainee Care Policies in Banten Police

To find out the effect of Communication, Resources, Disposition and Bureaucratic Structure on Policy Implementation through Transformational Leadership Style, this can be seen in the following figure:

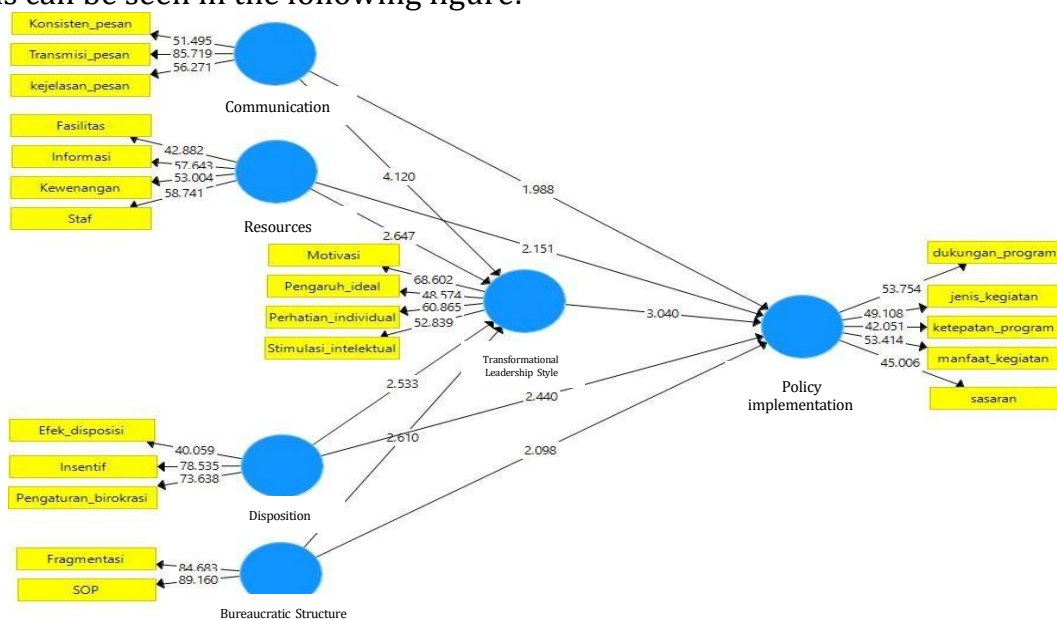


Figure 4. PLS Model Estimation Results (Bootstrapping)

Source: Data Processing Results, 2020

From the picture above and the bootstrapping results, the explanation is obtained, so the acceptance of the hypothesis of this study can be described as follows:

- The first hypothesis, with the statement that communication has a significant effect on transformational leadership style. The first hypothesis has a t-statistic of 4.120 which means it exceeds 1.96 and a p-value of 0.000 < 0.05. That way based on the specified limits, it can be concluded that the first hypothesis is supported.
- The second hypothesis, with the statement that resources have a significant

effect on transformational leadership style. The second hypothesis has a t-statistic of 2.647 which means it exceeds 1.96 and a p-value of $0.008 < 0.05$. Therefore, based on the specified limits, it can be concluded that the second hypothesis is supported.

- c) The third hypothesis, with the statement that disposition has a significant effect on transformational leadership style. The third hypothesis has a t-statistic of 2.533 which means it exceeds 1.96 and a p-value of $0.012 < 0.05$. Therefore, based on the specified limits, it can be concluded that the third hypothesis is supported.
- d) The fourth hypothesis, with the statement that bureaucratic structure has a significant effect on transformational leadership style. The fourth hypothesis has a t-statistic of 2.610 which means it exceeds 1.96 and a p-value of $0.009 < 0.05$. That way based on the specified limits, it can be concluded that the fourth hypothesis is supported.
- e) The fifth hypothesis, with the statement that communication has a significant effect on policy implementation. The fifth hypothesis has a t-statistic of 1.988 which means it exceeds 1.96 and a p-value of $0.047 < 0.05$. Therefore, based on the specified limit, it can be concluded that the fifth hypothesis is supported.
- f) The sixth hypothesis, with the statement that resources have a significant effect on policy implementation. The sixth hypothesis has a t-statistic of 2.151 which means it exceeds 1.96 and a p-value of $0.032 < 0.05$. That way based on the specified limits, it can be concluded that the sixth hypothesis is supported.
- g) The seventh hypothesis, with the statement that disposition has a significant effect on policy implementation. The seventh hypothesis has a t-statistic of 2.440 which means it exceeds 1.96 and a p-value of $0.015 < 0.05$. That way based on the specified limits, it can be concluded that the seventh hypothesis is supported.
- h) The eighth hypothesis, with the statement that bureaucratic structure has a significant effect on policy implementation. The eighth hypothesis has a t-statistic of 2.098 which means it exceeds 1.96 and a p-value of $0.036 < 0.05$. Therefore, based on the specified limits, it can be concluded that the eighth hypothesis is supported.
- i) The ninth hypothesis, with the statement that transformational leadership style has a significant effect on policy implementation. The ninth hypothesis has a t-statistic of 3.040 which means it exceeds 1.96 and a p-value of $0.002 < 0.05$. Therefore, based on the specified limits, it can be concluded that the ninth hypothesis is supported.
- j) The tenth hypothesis, with the statement that communication has a significant effect on policy implementation through transformational leadership style. The tenth hypothesis has a t-statistic of 2.555 which means it exceeds 1.96 and a p-value of $0.011 < 0.05$. Therefore, based on the specified limit, it can be concluded that the tenth hypothesis is supported.
- k) The eleventh hypothesis, with the statement that resources have a significant effect on policy implementation through the transformational leadership

style. The eleventh hypothesis has a t-statistic of 2.033 which means it exceeds 1.96 and a p-value of $0.043 < 0,05$. Therefore, based on the specified limit, it can be concluded that the eleventh hypothesis is supported.

- l) The twelfth hypothesis, with the statement that disposition has a significant effect on policy implementation through transformational leadership style. The twelfth hypothesis has a t-statistic of 1.989 which means it exceeds 1.96 and a p-value of $0.048 < 0.05$. Therefore, based on the specified limit, it can be concluded that the twelfth hypothesis is supported.
- m) The thirteenth hypothesis, with the statement that bureaucratic structure has a significant effect on policy implementation through transformational leadership style. The thirteenth hypothesis has a t-statistic of 1.981 which means it exceeds 1.96 and a p-value of $0.047 < 0.05$. Therefore, based on the specified limit, it can be concluded that the thirteenth hypothesis is supported.

Based on these various findings, it is known that the independent variable that has the most influence on the dependent variable can be explained as follows:

- a) Judging from the original sample value, the independent variable that most influences the transformational leadership style is the communication variable with an original sample value of 0.296.
- b) Meanwhile, the independent variable that has the most influence on Policy Implementation is the resource variable with an original sample value of 0.196.

5. Conclusion

Based on the above discussion, it can be concluded that:

- a. The overall perception of detainees' families towards the implementation of the detainee care policy shows a good attitude towards all aspects of the services provided by the Banten Police who carry out detainee care. Aspects that still require service improvement according to respondents' perceptions are aspects of detention room conditions that are still considered inadequate and aspects of visitation time that are considered relatively short for families of detainees. The detainees' own perceptions of the implementation of detainee care policies that are considered to still need to be improved are related to the service conditions of the detention room, the time of visits, especially on the frequency of visits which are only 2 days in 1 week and the friendliness of officers who serve detainee visits.
- b. Perceptions of Police Members towards communication variables, resources, disposition, bureaucratic structure, transformational leadership style and overall implementation are quite good, but there must be an increase in the disposition variable, because disposition has the lowest influence when compared to other variables, where disposition affects the success of the policy implementation. In addition, from the communication

variable, the consistency indicator still needs to be improved because with consistent communication the public policy can be known by all members as well as all prisoners and families of prisoners who are the target of implementing the policy. Meanwhile, in the resource variable, the information indicator needs to be increased so that by providing relevant information, all prison guards, detainees and families of detainees who are the targets of the policy implementation know all the information quickly and accurately. In the disposition variable, the bureaucratic attitude setting indicator needs to be improved so that all bureaucratic implementers can implement the detainee care policy correctly. In the bureaucratic structure variable, it is necessary to increase the fragmentation indicator so that the policy is implemented by all layers of the bureaucratic structure. Meanwhile, in the leadership style variable, the motivation indicator also needs to be increased because motivation can encourage someone to work to implement the policy continuously, as well as in the implementation variable, there needs to be an increase in the program accuracy indicator so that in implementing the public policy, the program used is right on target in accordance with the public policy making plan.

- c. All research hypotheses are accepted, and it can be explained that there is an influence of communication, resources, disposition, bureaucratic structure and transformational leadership style on the implementation of prisoner care policies, where the existence of transformational leadership style as a mediating variable further supports the positive influence of communication, resources, disposition and bureaucratic structure on the successful implementation of prisoner care policies.

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