

The Effect of Motivation on Organizational Cultural Competence on the Empowerment of Prisoners and Employee Performance in the Determination Institution Class IIA of Riau Islands

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Abstract: Quantitative research is based more on data that can be calculated to produce a strong quantitative assessment. This research is explanatory which explains the relationship between the independent variables (independent variables) in this case the motivation variables of organizational culture competency and employee performance variables as intervening variables to the dependent variable (the dependent variable) namely prisoners empowerment. With a total sample of 118 test samples using SEM. Based on results analysis Sobel test it is known that, competence on employee performance mediated by prisoners empowerment is insignificant, meaning that there is no influence of prisoners empowerment mediation in mediating the relationship of competence on employee performance in class II A penitentiary in Riau Islands (H9 rejected). This shows that the Competence on Performance through the empowerment of prisoners, has not been able to provide maximum indicators, because the Performance of Employees has not been able to overcome prisoners who like to drink liquor, shabu-shabu, etc. and from processing statistical data it is known that between the motivational variables on the empowerment of prisoners and Employee Performance. The results of these two values provide information that motivation has a positive and significant effect on the empowerment of prisoners and employee performance in a class II A penitentiary in Riau Islands the higher the motivation the higher the prisoner empowerment. from processing statistical data it is known that between the competency variables on prisoners empowerment and employee performance. The results of these two values provide information that competence has a positive and significant influence on prisoners' empowerment and employee performance in class II A penitentiary in Riau Islands the higher the competency the higher the prisoner's empowerment. Test results show not all hypotheses are proven. Unproven hypotheses appear from Competence towards performance through the empowerment of prisoners, has not been able to provide maximum indicators, because employee performance has not been able to overcome prisoners who like alcoholic beverages, shabu-shabu, fights and others.

Keywords: Motivation, Competency, Organizational Culture, Culture, Performance

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I. Introduction

The history of the development of correctional institutions in Indonesia reveals the system of treatment of lawbreakers in Indonesia from time to time, in accordance with the level of legal awareness and the development of the Indonesian people's view of human values and humanity in relation to convicted humans and our nation's aspirations of meaning and ideals national and state independence. Thus at the same time it will be more clearly revealed what has been behind the birth of the penal system and the objectives to be achieved with the system that has been developed now. The imprisonment system as a criminal offender lost independence would no longer be in accordance with the level of civilization and the dignity of an independent Indonesian nation that had a philosophy of Pancasila,

The history of incarceration and correctional services in Indonesia is inseparable from the history of incarceration in the world. In the 15-16th century there was no prison, but the question of the placement of prisoners has received attention since there was no prison as a place to carry out the crime of revocation of independence. Placement of prisoners is originally a special house that is used as a place of education for people incarcerated, light sentences and awaiting trial. In 1595 in the city of Amsterdam, the Netherlands had begun holding forced education houses and dividing prisoners and prisoners according to gender, namely: 1) Forced

education houses for men known as Rasp House, because the prisoners were told to work to whittle wood to make paint colors ; 2) House of forced education for women known as Discipline House, prisoners were given jobs spinning fleece to make clothes. This system was then followed almost throughout the world.

Abraham Maslow's motivation theory (Robbins, 2007) says that in all human beings reside five levels of needs, namely as follows: 1) Physiological: including hunger, thirst, protection (clothing and housing), sex, and other physical needs; 2) Security: including safety and protection from physical and emotional loss; 3) Social: includes affection, ownership, well-received, and friendship; 4) Appreciation: includes self-respect factors such as self-esteem, autonomy, and achievement; and external factors such as status, recognition and attention; 5) Self-actualization: the drive to be someone / something according to his ambitions; which includes growth, achieving potential, and self-fulfillment.

Competence according to Sutrisno (2015), in harifah, competence comes from the language of competence which means skills, abilities and authority. The etymology of competence means as a dimension of expertise and excellence behavior someone leader or staff have knowledge skills, and good behavior which states that competence is the basic foundation of people's characteristics and indicates how to behave or think, equalize the situation, and support for a long period of time. According to Wibowo (2010) competence is the ability to carry out or do a job or task based on skills and knowledge and is supported by attitude.

Organizational culture according to Robbins and Judge (2013) is "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations" The definition above can be interpreted that organizational culture is a system of shared meanings held by members that distinguishes organizations from another organization.

According to Zainal (2014), performance is a complete view of the condition of the company over a certain period of time, is a result or achievement that is influenced by the company's operational activities in utilizing the resources owned, and according to Moehoriono (2014) performance or performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Robbins (2007) provides an understanding of empowerment as putting workers accountable for what they do. Thus, managers learn to stop controlling and workers learn how to be responsible for their work and make the right decisions. Empowerment can change leadership styles, power relations, the way work is designed, and the way organizations are structured.

Employees who take part in an organization are the most important resources that can utilize the potential resources of other organizations productively and in turn improve organizational performance. The description above explains that management needs to pay attention to factors that can motivate employees to have better performance, this is important to be implemented so that organizational goals are achieved. If management is able to uncover the power or strengths that exist in employees who push or move to behave in a particular direction directed at, then the power or strength will lead to a goal to be achieved. If it is directed at the main goal, then the behavior is persistently maintained so that the goal is achieved, namely improving employee performance.

The time frame for the implementation of the criminal offense of independence in Indonesia can be seen in broad terms in the period before the proclamation of 1872-1945. Where in this period we will find periods of forced labor (1872-1905), Wetboek van Strafrecht voor Nederland Indie period (1918), Japanese population (1942-1945). In the period of the 1945-1963 struggle for independence, during which time there were emergency prisons, and finally in the period 1963 until now, known as the Penitentiary. This is where the system is strengthened by Act No. 12 of 1995 concerning Correctional Facilities. It is clearly stated in Law No.12 of 1995 that the Correctional System is a series of law enforcement aimed at making correctional citizens aware of their mistakes, improve themselves,

In its development the Indonesian Penitentiary cannot be separated from the speed of the flow of human civilization itself, various forms and modes of crime that were not well known in the early days of this system were built, then emerged such as narcotics crime, genocide, and corruption. Various efforts have been made by the Government of Indonesia through the Ministry of Law and Human Rights to answer the challenges of the development of civilization. The more serious effort can be seen from the construction of prisons with special nomenclature, such as the Narcotics Special Prison, Special Guidance for Child Development. Special Prisons for Women, and High Risk Special Prisons. But the fact that the public found it was not enough to make the word satisfied appear, because in the midst of the government's hard efforts to deal with these lawbreakers the rate of crime continues to exceed the ability to tamping prison available. By using the Correctional Data Base (SDP) service, the community can easily access the number of Penitentiary Guides per day. On September 9, 2019 the number of Penitentiary Guides in Indonesia was recorded at 264,940, while the total capacity was only 128,696, meaning overloaded 205.86%.

In addition to overloading capacity, there are still many problems found in the Penitentiary. As the opinion of the former Minister of Law and Human Rights Patrialis Akbar in Republika August 19, 2013 stated

that: "The prison is like a time bomb that triggers a lot," said Patrialis, at the Constitutional Court Building (MK), Monday (19/8). "

There are many complex problems in prisons, ranging from the problem of overcapacity, empowerment strategies, health services, minimal supporting facilities, and the lack of involvement of related parties in fulfilling the rights that must be given to Penitentiary Guards (WBP). Besides that there are still problems such as psychological factors, provocation, and discrimination. Another problem is the mental apparatus that does not fully understand the change in service paradigm, causing differences in treatment and a sense of justice among fellow inmates ". Penitentiary Technical Implementation (UPT) in Indonesia, but this study only took the object of Class A Correctional Institution A Batam.

As one of the Penitentiary Technical Implementation Units in Indonesia, Class II A Penitentiary in Batam plays an important role in the implementation of the WBP personality training that commits criminal acts, mental and mental health care, carries out fostering independence, and provides shelter and a sense of security within the community, especially the community in the Batam area of the Riau Islands. Various strategic efforts must be made to realize Class II A Correctional Institutions Batam and Penitentiary Class II A Narcotics Tanjung Pinang, which performs well in service and are competitive in the production of both goods and services. Certainly it is not easy to realize this, but the effort and optimism are breakthroughs must be made and continued in order to achieve performance targets.

One of the strategic efforts in realizing Batam Lapas as a UPT that performs well in service, and is competitive in its production, is the actual separation between WBP with special criminal background (Narcotics, Corruption, Genocide, illegal fishing) and WBP with general criminal. This needs to be done considering the background of the case will be very crucial in handling each WBP. The handling of narcotics offenders is very different from the perpetrators of theft, murders and other general crimes. In law no.12 of 1995 concerning Corrections only the term coaching and guidance (Art. 9) is known. If we examine this law it does not define what is meant by Coaching and what is meant by Guidance. In KBBI we find that what is meant by coaching is; process way, fostering deeds. While coaching is; people who guide.

With this that what is meant by law no.12 of 1995, is the same as the meaning of the Big Indonesian dictionary (KBBI), then we will be confronted with another phenomenon, that it turns out that the WBP that is in the prison, there are those who have innate skills , which allows him to be a source of learning not as a person to be learned / fostered. In KBBI we can see that empowerment is; the process, the way, the act of empowering. Power is the ability to do something or the ability to act.

In the case of WBP's existence in prison, it does not make its innate potential from the outside be paralyzed and replaced with new capabilities. The ideal is to empower them, so that their carrying capacity can be further honed and even transmitted to the WBP. Many facts like this are found in interactions in correctional institutions, except that there is no room in Law No.12 of 1995 to accommodate this. Not a few WBP who are proficient in carpentry, then these skills are used for the interests of Lapas, although not all WBP who have innate skills, want to voluntarily share it with other WBPs. Conditions like this that are very likely to be managed and managed in a more appropriate management. With proper planning and organization,

It can be understood that a method / method for handling and managing WBP's innate abilities / skills is needed. It also requires enthusiasm, ability (competence) and good work motivation from prison management to make it happen. When the work of the officer gets appreciation from the leadership and the work environment, then it looks how important he is, and vice versa. Organizational support for staff performance is a necessity in this era. Officers who are required to follow all the lines and formulate the Standard Operation Procedure (SOP), it is natural that they have done so, all of them continue to receive awards or recognition. This can be in the form of promotion, increase in grate allowances, or just public praise (social media).

Batam Class IIA Penitentiary and Tanjung Pinang Class IIA Penitentiary Institution, Tanjung Pinang, must begin to show professionalism by paying attention to employee performance so that the implementation of development can run optimally and achieve the expected goals. It is important to realize that in carrying out the roles and responsibilities of the Batam Class IIA Penitentiary and the Class II Penitentiary Institution in Tanjung Pinang Narcotics, they must bear such heavy responsibilities. Especially in carrying out empowerment and guidance through a variety of forms and businesses, of course, demanding greater ability and responsibility from the implementers, including the need for support in the form of adequate facilities and infrastructure.

According to the big Indonesian dictionary Empowerment comes from one noun namely power, which means the ability to do something or the ability to act. 1). In addition, Empowerment is a process or way to empower. Empowering here means empowering while empowering means empowering, capable, powerful, and having a mind or a way to deal with something. 2). Whereas Prisoners according to Article 1 paragraph 7 of Law No. 12 of 1995 concerning Corrections, is a convict who underwent a criminal who lost his independence at the Correctional Institution (LP). Meanwhile, the definition of the convict himself is someone convicted based on a court decision that has obtained permanent legal force from the Act. Therefore,

II. Rivew Literature

Theory Review

Motivation

Etymologically, motivation comes from the Latin "movere" which means to move. In addition, there are also those who say that motivation comes from English "motivation" which can be interpreted as "inner power" or "encouragement". So, it can be said simply that Motivation is a form of change that occurs in an individual due to the symptoms of feeling, soul and emotion so that it gives impetus to perform an action that becomes a need or goal to be achieved, both positively and negatively.

According to Malayu (2005) motivation comes from the Latin word *movere* which means encouragement or giving a driving force that creates the excitement of one's work so that they want to work together, work effectively, and be integrated with all their efforts to achieve satisfaction. Motivation itself is a reaction that arises from within a person as an encouragement because of external stimuli that influence to meet certain goals (Suranta, 2002).

Based on the theory of David McClland (1998) states that a person's motivation tends to have a motivational pattern consisting of: 1) Achievement Motivation; 2) Affiliate motivation (affiliation motivation); 3) Competence Motivation; 4) Power Motivation.

Competence

Competency can simply be said as something related to the ability, knowledge / insight, and attitude that serve as a guide in carrying out the responsibilities of work done by employees. According to Armstrong and Baron (1998) competence is the behavioral dimension that is behind competent performance which shows how people behave when they carry out their roles properly. Mc.Lelland in Moeheriono (2012) competence is a basic characteristic of personnel that determines whether a person is successful in doing a job or in a particular situation.

Hutapea and Thoha (2008) also explained that competence is a picture of what someone must know or do in order to carry out their work well. The components that make up the competency according to Abdullah (2013) are: (1) Knowledge; (2) Skills; (3) self-concept; (4) Personal characteristics; (5) Motives.

Wibowo (2010) states that competence is the basic foundation of people's characteristics and indicates how to behave or think, equate situations, and support for long periods of time. There are 5 (five) characteristics or components of competency, namely: 1) Motive, is something that is consistently thought out or desired by people that causes motive actions to encourage, direct and choose behavior towards specific actions or goals; 2) Traits, are characteristics and consistent responses to situations and information; 3) Self-concept, is the attitude, values or self-image of a person, self-confidence is a belief that people can be effective, but almost every situation is part of everyone's self-concept; 4) Knowledge, is information possessed by people in a specific field, knowledge is a complex competency, scores on knowledge tests often fail to predict job performance because they fail to measure knowledge and skills in the way they are actually used at work; and 5) Skills, are the ability to do certain physical or mental tasks, mental competence or cognitive skills including analytical and conceptual thinking.

Organizational culture

Organizational culture is a characteristic that is held in high esteem by the organization. And also an example of an organization to distinguish between one organization with another organization. Or it can be concluded that organizational culture is the values and norms of behavior that are accepted and understood together by members of the organization. Organizational culture is then used as the basis for the provisions of the behavior that exists within the organization. Organizational culture according to Robbins and Judge (2013) is "Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organizations" The definition above can be interpreted that organizational culture is a system of shared meanings held by members that distinguishes organizations from another organization.

According to Siagian (2004), the function of organizational culture is: a) As a definition of the boundaries of behavior, the purpose is to determine what is and is not allowed to be done or to determine what is right and wrong; b) Generating the basic principles of an organization and its members; c) Generating obligations to the common interest, above those of the individual or group; d) As a strap for all members of the organization; and e) As a tool to control the behavior of members of the organization concerned.

Prisoner Empowerment

Empowerment is a change that occurs in management philosophy that can help create an environment where every individual can use their abilities and energy to achieve organizational goals. An employee has the authority and initiative to do something that is necessary and demanded, far beyond his daily duties (Cook and Macaulay, 1997). Meanwhile, Robbins (2007) provides an understanding of empowerment as placing workers

accountable for what they do. Thus, managers learn to stop controlling and workers learn how to be responsible for their work and make the right decisions. Empowerment can change leadership styles, power relations, the way work is designed, and the way organizations are structured.

Newstrom and Davis (1997) state that empowerment is any process that gives workers greater autonomy through exchanging relevant information and provisions on supervision over factors that affect work performance. In conventional organizations, managers are at the top of the pyramid. Subordinates help managers do the work to get success. However, in empowerment organizations, the opposite occurs. The leader works for and provides support for his subordinates. The success of subordinates in carrying out the work is essentially the achievement of manager's goals.

Employee Performance

According to Bambang Kusriyanto (1991) the definition of employee performance is: the comparison of results achieved with the participation of labor unity of time (typically per hour). The definition of employee performance according to AA Anwar Prabu Mangkunegara (2000) that: "Employee performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him". From some of the above opinions it can be concluded that performance is the achievement of an outcome made by an organization or individual in accordance with the tasks and responsibilities that have been given.

According to Wahyudi (2005) Local Government Performance indicators, at least must have the following characteristics: 1) Clear and easy to understand; 2) Stand alone - not influenced by the interests of one of the groups / parties; 3) Scientifically responsible; 4) Can be used to measure performance comprehensively and generally accepted; 5) Make it easier for the community to carry out monitoring and control in order to trigger local governments to improve and improve performance; 6) Based on data that is easily collected, inexpensive and utilizes as much as possible secondary data that already exists and; 7) Agreed by the majority of stakeholders.

Performance measurement is needed to assess the degree of deviation between actual performance and expected performance. By knowing these deviations, efforts can be made to improve and improve performance. According to Wahyudi (2005) measures that are often used to see the performance of public organizations are: efficiency, effectiveness, fairness, responsiveness, facilities and infrastructure, productivity, service quality, responsiveness, responsibility, accountability, and service equality

III. Research Method

The approach used in this research is a quantitative approach. The type of data used in this study is quantitative data that is the type of data that can be measured (measurable) or calculated directly as a variable number or number. Sources of data in this study are primary data in the form of questionnaire data and secondary data in the form of data obtained indirectly through intermediary media. Data collection techniques used in this study were carried out using primary data collection in the form of observations, interviews, questionnaires, and documentation. The population in this study were all Lapas II A Employees in Batam and Lapas Klas II A Narcotics Tanjung Pinang.

Table 1 Total population of Class II A Lapas Batam employees

No.	Section / Section	Number of people)
1	Breath	1
2	LP Security Unit (KPLP)	97
3	Administrative section	18
4	Guidance Section for Prisoners and Students	8
5	Bim section. Work and Management of Work Results	9
6	Security administration and order section	5
total		168

Source: Lapas Klas II A Batam (2019)

Table 2 Total population of Class II A narcotics prison employees in Tanjung Pinang

No	Section / Section	Number of employees		total
		LK	P.	
1	Breath	1	-	1
2	Unit of Security	19	3	22
3	Administrative section	3	2	7
total				30
Number of Lapas Klas II A Staff in Batam and Lapas Klas II A Tanjung Pinang Narcotics				168

Source: Narcotics Lap Class II A Tanjung Pinang (2019)

The sample in this study used the form of slovin as follows: Population of 168 people, for details, it can be seen in the following table:

$$n = \frac{N}{1 + Ne^2}$$

Information :

- n = Number of Samples
- N = Large Population
- e = Confidence level (5% = 0.05)

So the sample size is:

$$n = \frac{N}{1 + N (0.05)^2}$$

$$n = \frac{168}{1 + 168 (0.05)^2}$$

$$n = \frac{168}{1 + 0.42}$$

$$n = 118$$

The number is the minimum number of samples made into a research sample. Then a sample formulation is performed, where each part has a representation that is used for Stratified Proportional Random Sampling, to calculate professionally, as follows:

Table 3Proportional Ranking of Samples

No	Section / Section	Population	Proportional sample	total
1	A	2	2/168 (118)	1,4
2	B	119	119/168 (118)	83.5
3	C	25	25/168 (118)	17.5
4	D	8	8/168 (118)	5.6
5	E	9	9/168 (118)	6.3
6	F	5	5/168 (118)	3.5
total		168		118

This research uses Structural Equation Modeling (SEM) analysis. The software used for this research is IBM SPSS AMOS 23. The use of Structure Equation Modeling (SEM) has its own uniqueness because it must have a structure both directly and indirectly so that the formulation needs to be built namely as follows:

- X1 = $\alpha_0 + \alpha_1 X_{1.1} + \alpha_1 X_{1.2} + \alpha_1 X_3 + \alpha_1 X_{1.4} + \alpha_1 X_{1.5} \dots \dots 1$
- X2 = $\alpha_0 + \alpha_2 X_{2.1} + \alpha_2 X_{2.2} + \alpha_3 X_{2.3} + \alpha_2 X_{2.4} + \alpha_2 X_{2.5} \dots \dots 2$
- X3 = $\alpha_0 + \alpha_3 X_{3.1} + \alpha_3 X_{3.2} + \alpha_3 X_{3.3} + \alpha_3 X_{3.4} + \alpha_3 X_{3.5} \dots \dots 3$
- y = $\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mu_1 \dots \dots \dots 4$
- Z = $y_0 + y_1 Y + y_2 X_1 + y_3 X_2 + y_4 X_3 + \mu_2 \dots \dots \dots 5$

$$Z = Co + C1y$$

Where :

- Z = Empowerment
- Y = Performance
- X1 = Motivation
- X2 = Competence
- X3 = Organizational Culture
- B = Estimated parameters (variable intervening) Employee Motivation
- y = Estimated parameters (endogenous variables) Employee Performance
- μ = Error estimate

Furthermore, to see the effect directly indirectly and the total effect can be formulated as follows:

Direct Effect (Direct Effect)

$$\begin{aligned}
 Y1 = YZ &\longrightarrow \beta1 = X1 Y &&\longrightarrow \\
 Y2 = X1 Z &\longrightarrow \beta2 = X2 Y &&\longrightarrow \\
 Y3 = X2 Z &\longrightarrow \beta3 = X3 Y &&\longrightarrow \\
 Y4 = X3 Z &\longrightarrow &&
 \end{aligned}$$

Indirect effect (Indirect Effect):

$$\begin{aligned}
 \alpha1 \beta1 &= X1 Z \text{ mediated by } Y \\
 \alpha2 \beta2 &= X2 Z \text{ mediated by } Y \\
 \alpha3 \beta3 &= X3 Z \text{ mediated by } Y
 \end{aligned}$$

Total Effect (Total Effect)

$$\begin{aligned}
 \lambda 1 &= (y1 + \alpha1\beta1) = \text{total effect } X1 Y \longrightarrow \\
 \lambda 2 &= (y2 + \alpha2\beta2) = \text{total effect of } X2 Y \longrightarrow \\
 \lambda 3 &= (y3 + \alpha3\beta3) = \text{total effect of } X3 Y \longrightarrow
 \end{aligned}$$

IV. Results and Analysis

Description of Research Variables

Motivation (X1)

Table 4. Frequency Table / Percentage Indicator Motivational Variables

Indicator	Respondent Answer Score										The mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X1.1	2	1.3	10	6.7	33	22.0	45	30.0	60	40.0	4.07
X1.2	3	4.0	6	4.0	44	29.3	59	39.0	38	25.3	3.88
X1.3	4	2.7	16	10.7	36	24.0	62	41.3	32	21.3	3.77
Mean Variable motivation											3.87

Source: Primary data processed (2020)

Table 4, it can be seen that the motive for the motivation variable can be interpreted that the respondent gave the value of quite agreeing, this can be seen from the average value of 3.86. This illustrates that respondents understood the motivation intended in this study. The indicator that has the highest average of motivational variables is the motive indicator (X1.1) with a value of 4.07. Respondents who answered strongly disagree 2 people (1.3%), respondents answered disagree 10 people (6.7%), respondents answered quite agree 33 people (20.0%), respondents answered agree 45 people (30%) respondents answered strongly agree 60 people (40%). Indicators that have the second highest average are expectations with details of respondents answered strongly disagree 3 people (4%), respondents answered disagree 6 people (5%), respondents answered quite agree 44 people (29.3%), respondents answered agree 59 people (39%) respondents answered strongly agree 38 people (25.3%). The third indicator with an average value of 3.68% with details of respondents answered

strongly disagree 4 people (2.7%), respondents answered disagree 16 people (10.7%) respondents answered quite agree 36 people (24%), respondents answered agree 62 people (41.2%) of respondents answered strongly agree 32 people (21.3%).

Competence (X2)

Table 5. Frequency / Percentage Table of Competency Variable Indicators.

Indicator	Respondent Answer Score										The mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X2.1	10	6.7	9	6.0	38	25.3	37	24.7	56	37.3	3.80
X2.2	13	8.7	7	4.7	38	25.3	43	28.7	49	32.7	3.72
X2.3	6	4.0	13	8.7	43	28.7	46	30.7	42	28.0	3.70
X2.4	13	8.7	12	8.0	31	20.7	44	29.3	50	33.3	3.71
Mean Variable = 3.64											3.73

Source: Primary data processed (2020)

Table 5, it can be seen that the perception of the competency variable can be interpreted that the respondent gave the value of quite agree, this can be seen from the average value of 3.64. This gives an illustration that the respondent understands the competency intended in this study. The first indicator is Spirit (X21) with an average value of 3.80%, respondents answered strongly disagree 10 people (6.7%), respondents answered disagree 9 people (6.0%), respondents answered quite agree 37 people (24.7 %), respondents answered agree 37 people (37.3%) respondents answered strongly agree 56 people (37.3%). The second indicator is the ability of service (X22), with an average value of 3.72, respondents answered strongly disagree 13 people (8.7%), respondents answered disagree 13 people (10.0%), respondents answered disagree 7 people or 4.7%, quite agree 38 people (25.30%), respondents answered agree 49 people (32.7) respondents answered strongly agree 37.3 people (32.72%). The third indicator is the ability to influence others (X23) with an average value of 3.70% with the details of respondents answering strongly disagree 6 people (4%), respondents answering disagreeing 7 people (4.7%) respondents answering quite agreeing 38 people (25.3%), respondents answered agree 43 people (28.7) respondents answered strongly agree 42 people (28%). The fourth indicator is managerial ability (X24) with an average value of 3.71%, details of respondents answered strongly disagree13 people or 8.7%) disagree 12 people (8.0%) respondents answered quite agree 31 people (20.7%), respondents answered agree 44 people (29.3) respondents answered strongly agree 50 people (33.3%). 7) respondents answered strongly agree 37.3 people (32.72%). The third indicator is the ability to influence others (X23) with an average value of 3.70% with the details of respondents answering strongly disagree 6 people (4%), respondents answering disagreeing 7 people (4.7%) respondents answering quite agreeing 38 people (25.3%), respondents answered agree 43 people (28.7) respondents answered strongly agree 42 people (28%). The fourth indicator is managerial ability (X24) with an average value of 3.71%, details of respondents answered strongly disagree13 people or 8.7%) disagree 12 people (8.0%) respondents answered quite agree 31 people (20.7%), respondents answered agree 44 people (29.3) respondents answered strongly agree 50 people (33.3%). 70% with the details of respondents answered strongly disagree 6 people (4%), respondents answered disagree 7 people (4.7%) respondents answered quite agree 38 people (25.3%), respondents answered agree 43 people (28.7) respondents answered strongly agree 42 people (28%). The fourth indicator is managerial ability (X24) with an average value of 3.71%, details of respondents answered strongly disagree13 people or 8.7%) disagree 12 people (8.0%) respondents answered quite agree 31 people (20.7%), respondents answered agree 44 people (29.3) respondents answered strongly agree 50 people (33.3%). 70% with the details of respondents answered strongly disagree 6 people (4%), respondents answered disagree 7 people (4.7%) respondents answered quite agree 38 people (25.3%), respondents answered agree 43 people (28.7) respondents answered strongly agree 42 people (28%).

3.71%, details of respondents answered strongly disagree 13 people or 8.7%) disagree 12 people (8.0%) respondents answered quite agree 31 people (20.7%), respondents answered agree 44 people (29.3) respondents answered strongly agree 50 people (33.3%).

Organizational Culture (X3)

Table 6. Table of Frequency / Percentage of Indicators of Organizational Culture Variables

Indicator	Respondent Answer Score										The mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
X3.1	5	4.2	14	11.9	16	13.6	33	28.0	50	42.4	3.92
X3.2	3	2.5	16	13.6	35	29.7	42	35.6	22	18.6	3.54
X3.3	10	8.5	20	16.9	22	18.6	44	37.3	22	18.6	3.40
X3.4	21	17.8	17	14.4	19	16.1	35	29.7	26	22.0	3.23
X3.5	12	10.2	14	11.9	34	28.8	30	25.4	28	23.7	3.41
Mean Variable Organizational Culture											3.51

Source: primary data processed (2020)

Table 6, can be seen that the perception of organizational culture variables can be interpreted that the respondents gave the value of quite agree, this can be seen from the average value of 3.51. This gives an illustration that the respondent understands the place / location intended in this study. The first indicator is freedom of work. (X31) with an average value of 3.92%, with details of respondents answering strongly disagree 5 people (4.2%), respondents answering disagreeing 14 people (11.9%), respondents answering quite agreeing 16 people (13.6%), respondents answered agree 33 people (28%) respondents answered strongly agree 50 people (42.4%). The second indicator is organizational tolerance (X32), with an average value of 3.54, respondents answered strongly disagree 3 people (2.5%), respondents answered disagree 16 people (13.6%), respondents answered agree enough 35 people (29.7%), respondents answered agree 42 people (35.6) respondents answered strongly agree 22 people (18.6%). The third indicator is Clarity about goals and expectations (X33) with an average value of 3.3.40% with details of respondents answering strongly disagree 10 people (8.5%), respondents answering disagree 20 people (16.9%) respondents answered quite agree 22 people (18.6%), respondents answered agree 44 people (37.3%) respondents answered strongly agree 22 people (18.6%). The fourth indicator is the effort of the organization (X34) with an average value of 3.23%, respondents answered strongly disagree 21 people or 17.8%) disagree 17 people (14.4%) respondents answered quite agree 19 people (16.1%), respondents answered agree 35 people (29.7%) of respondents answered strongly agree 26 people (22%).

Prisoner Empowerment (Y1)

Table 7. Frequency / Percentage Table Indicator for the Empowerment of Prisoners Variables

Indicator	Respondent Answer Score										The mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y1.1	8	6.8	3	2.5	22	18.6	33	28.0	52	44.1	4.00
Y1.2	9	7.6	1	0.8	27	22.9	40	33.9	41	34.7	3.87
Y1.3	5	4.2	3	2.5	40	33.9	35	29.7	35	29.7	3.77
The Mean Variable of Prisoners Empowerment											3.88

Source: Primary data processed (2017)

Table 7, it can be seen that the perception of the prisoner empowerment variable can be interpreted that the respondents gave quite agreeable values, this can be seen from the average value of 3.88. This illustrates that respondents understood the empowerment of prisoners intended in this study. The first indicator (Y11) with an average value of 4.00, with the details of respondents answering strongly disagree 8 people (6.8%), respondents answered disagree 3 people (2.5%), respondents answered quite agree 22 people (18.6%), respondents answered agree 33 people (28,%) respondents answered strongly agree 52 people (44.1%). The second indicator is (Y12), with an average value of 3.87, respondents answered strongly disagree 9 people (7.6%), respondents answered disagree 1 person (0.8%), respondents answered quite agree 27 people (21.5%), respondents answered agree 40 people (33.9) respondents answered strongly agree 41 people (34.7%). The third indicator (Y13) with an average value of 3.77% of respondents answered strongly disagree 40 people (12.3%), respondents answered disagree 35 or 29.7, agreed 35 people (29.7%) respondents answered strongly agree 35 people or (29.7 %).

Employee Performance (Y2)

Table 8. Table Frequency / Percentage Indicator Variable Employee Performance

Indicator	Respondent Answer Score										The mean
	1		2		3		4		5		
	F	%	F	%	F	%	F	%	F	%	
Y2.1	16	10.7	9	6.0	22	14.7	41	27.3	62	41.3	3.83
Y2.2	22	14.7	17	11.3	33	22.0	54	36.0	24	16.0	3.27
Y2.3	1	0.7	4	2.7	51	34.0	53	35.3	41	27.3	3.86
Y2.4	8	5.3	30	20.0	40	26.7	41	27.3	31	20.7	3.38
Y2.5	9	6.0	7	4.7	37	24.7	48	32.0	49	32.7	3.81
Mean Employee performance variable											3.63

Source: Primary data processed

Table 8. can be seen that the perception of the loyalty variable can be interpreted that the respondent gave the value of quite agree, this can be seen from the average value of 3.97. This illustrates that respondents understood the empowerment of prisoners intended in this study. The first indicator (Y21) with an average value of 3.83%, with details of respondents answering strongly disagree 16 people (10.7%), respondents answering disagreeing 9 people (8.5%), respondents answering quite agreeing 22 people (15 , 4%), respondents answered agree 41 people (57.7,%) respondents answered strongly agree 62 people (16.2%). The second indicator (Y22), with an average value of 3.27, respondents answered strongly disagree 22 people (2.3%), respondents answered disagree 17 people (8.5%), respondents answered quite agree 33 people (10.0%), respondents answered agree 54 people (62, 3%) respondents answered strongly agree 24 people (16.9%). The third indicator (Y23) with an average value of 3.86 respondents answered strongly disagree 1 person or (1.5%) respondents who answered disagree 4 people or (10.0%) quite agree 51 people (34%), respondents answered agree 53 people (35.3%) respondents answered strongly agree 41 people or (27.3%). The fourth indicator (Y24) with an average value of 3.38, respondents answered strongly disagree 8 people or 0.8%) disagree 30 people (9.2%) respondents answered quite agree 40 people (5.4%), respondents answered agree 41 people (27.3%) of respondents answered strongly agree 31 people (20.7%). The fifth indicator (Y15) with an average value of 3.81%, respondents answered strongly disagree 9 people or 0.8%) disagree 7 people (9.2%) respondents answered quite agree 37 people (5.4%),

Test Research Instrument

Validity test

Table 9. Test Results of Validity Variables Motivation, Organizational Culture Competence, Prisoners Empowerment and Employee Performance

Variables / Indicators	Validity Coefficient	r critical	Information
Motivation (X1)			
X1.1	0.948	0.30	Valid
X1.2	0.968	0.30	Valid
X1.3	0.949	0.30	Valid
Competence (X2)			
X2.1	0.981	0.30	Valid
X2.2	0.917	0.30	Valid
X2.3	0.981	0.30	Valid
X2.4	0.969	0.30	Valid
Organizational Culture (X3)			
X3.1	0.862	0.30	Valid
X3.2	0.900	0.30	Valid
X3.3	0.920	0.30	Valid
X3.4	0.818	0.30	Valid
X3.5	0.594	0.30	Valid
Prisoner Empowerment (Y1)			
Y1.1	0.629	0.30	Valid
Y1.2	0.803	0.30	Valid
Y1.3	0.654	0.30	Valid
Employee Performance (Y2)			
Y2.1	0.583	0.30	Valid
Y2.2	0.789	0.30	Valid
Y2.3	0.718	0.30	Valid
Y2.4	0.772	0.30	Valid
Y2.5	0.483	0.30	Valid

Source: Primary data processed results (Appendix 3.)

By looking at the validity coefficient values, it can be seen that all items include motivational variables (X1), Competencies (X2), Organizational Culture (X3), Empowerment of Inmates (Y1) and Employee Performance (Y2) have loading factors that are above the critical r value of 0.30. Thus it can be proven that all items are valid.

Reliability Test

Table 10 Reliability Test Results Variable Motivation, Competence, Work Organization Culture, Job Satisfaction and Performance, Inmate Empowerment and Employee Performance

Variable	Cronbach's Alpha	Minimum coefficient value	Information
Y1	0.753	0.70	Reliable
Y2	0.714	0.70	Reliable
X1	0.887	0.70	Reliable
X2	0.751	0.70	Reliable
X3	0.787	0.70	Reliable

Source: Primary data processed results (Appendix 4.)

Note: The criteria for testing validity values (r) > 0.30 or < a = 0.05 and Cronbach alpha cut of value reliability based on standardized items > 0.60 or (60%) (Uma Sekaran, 2003: 118)

The reliability value of the statement items on the questionnaire of each variable being studied is greater than 0.70. This result shows that the statement items on the questionnaire are reliable for measuring the variables.

Data analysis method

Analysis of Confirmatory Factors of Endogenous Constructions

In the measurement model test, the result of Chi-square is 21.408, Degrees of freedom is 17 and Probability level is 0.209. Measurement test results can be seen in Figure 1.

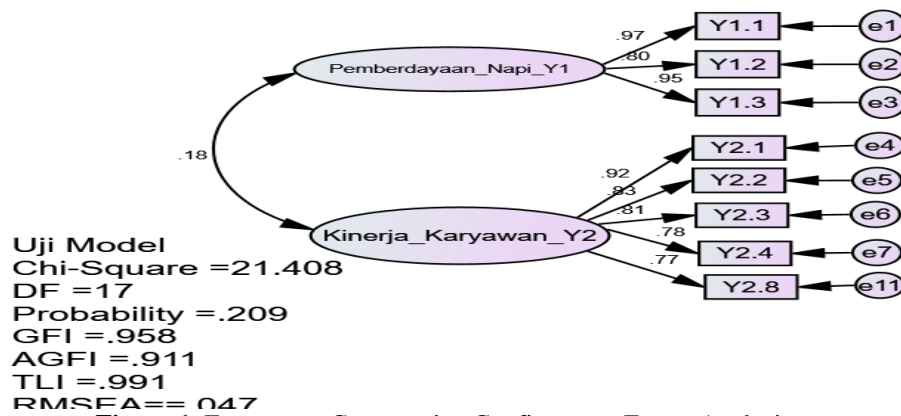


Figure 1. Exogenous Constructive Confirmatory Factor Analysis

Figure Confirmatory Factor Analysis indicates that this model fits the data or fits the data used in the study, and each variable will be described:

Variable of prisoner empowerment

Table 11. Loading Factor and Critical Ratio Indicator for the variable of prisoners empowerment

Indicator	Loading Factor (λ)	Critical Ratio.	Profitability (p)	Information
Prisoner Empowerment (Y1)				
Y1.1	0.974	-	-	Fix
Y1.2	0.802	13729	0,000	Significant
Y1.3	0.952	22,294	0,000	Significant

Source: Data Processing Results (appendix 3)

Loading factor (λ) measurement of product variables in Table 11 shows the test results on the measurement model of prisoner empowerment variables of each indicator that explains the construct, especially the latent variables (unobserved variables), from the above tabel all indicators appear to have a loading factor value greater than 0.60, and the p-value is less than 0.05 (significant). Based on these results, all indicators are included in the next test.

Employee Performance Variable

Table 12. Loading Factor and Critical Ratio Indicator Employee Performance Variable

Indicator	Loading Factor (λ)	Critical Ratio.	Profitability (p)	Information
Employee Performance (Y2)				
Y2.1	0.921	-	-	Fix
Y2.2	0833	12,426	0,000	Significant
Y2.3	0.806	11,557	0,000	Significant
Y2.4	0.778	10,824	0,000	Significant
Y2.5	0769	11,066	0,000	Significant

Source: Data Processing Results (appendix 3)

Loading factor (λ) measurement of product variables in Table 12 shows the results of the test of the employee performance measurement model of each indicator that explains the construct, specifically the latent variable (unobserved variable), from the above tabel all indicators appear to have a loading value greater than 0.60, and the level significantly smaller than 0.05, (significant) ,. Based on these results, all indicators are included in the next test.

Goodness-of-Fit Test Results

Table 13 Test results *Goodness-of-Fit-Model*

Goodness of Fit Index	Cut off Value	Test results	Information
Chi-Square	X2 with df: 50; p 5% = 67.504	21,408	Well
Probability	≥ 0.05	0.209	Well
GFI	≥ 0.90	0.958	Well
AGFI	≥ 0.90	0.911	Well
TLI	≥ 0.95	0.991	Well
CFI	≥ 0.95	1.994	Well
RMSEA	≤ 0.08	0.047	Well
CMIN / DF	≤ 2.00	0885	Well

The calculation results of the Goodness-of-Fit-Model Test on endogenous constructs obtained a value of 21,408 still below the chi-square table for degrees of freedom 50 at a significant level of 5% of 67,504. Probability value of 0.209 which is above 0.05. The CMIN / DF value is 0.885 so it is still below 2.00. GFI value of 0.958, which is greater than 0.90 and AGFI of 0.911, which is greater than 0.90. TLI value of 0.991 which is still above 0.95. CFI value of 1.994 which value is still above 0.95 and RMSEA value of 0.000 which value is still below 0.08. These results indicate that endogenous constructs meet the criteria of the model fit (Goodness-of-Fit Indices).

Analysis of Confirmatory Factors in Exogenous Constructions

In the measurement model test the Chi-square results were 44.231, Degrees of freedom was 50 and the Probability level was 0.209. The results of the confirmatory factor analysis test can be seen in Figure 2

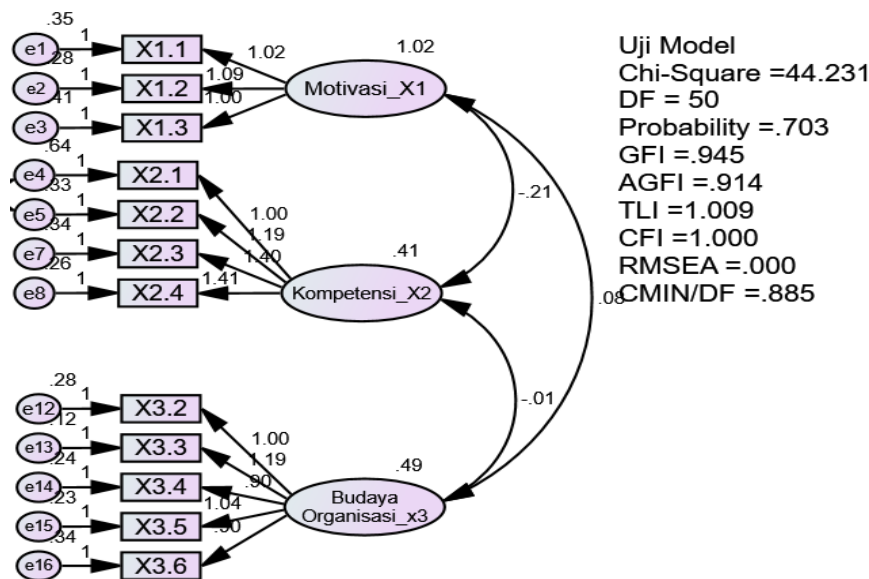


Figure 2 Exogenous Constructive Confirmatory Factor Analysis

Figure Confirmatory Factor Analysis indicates that this model fits the data or fits the data used in the study, and each variable will be described:

Motivation Variable

Table 14. Loading Factor and Critical Ratio of Motivational Variable Indicators

Indicator	Loading Factor (λ)	Critical Ratio.	Profitability (p)	Information
Motivation (X1)				
X11	0867	11,377	0,000	Significant
X12	0.900	11,774	0,000	Significant
X13	0843	Fix		

Source: Data Processing Results (appendix 3)

Loading factor (λ) measurement of product variables in Table 14 shows the results of tests on the measurement model of motivational variables of each indicator that explains the construct, especially the latent variables (unobserved variables), from the above tabel all indicators appear to have a loading factor value greater than 0.60, (significant), Based on these results, all indicators are included in the next test.

Competency Variable

Table 15. Loading Factor and Critical Ratio of Competency Variable Indicators

Indicator	Loading Factor (λ)	Critical Ratio.	Profitability (p)	Information
Competence (X2)				
X2.1	0.625	-	-	Fix
X2.2	0799	8,349	0,000	Significant
X2.3	0836	6,882	0,000	Significant
X2.4	0871	6,966	0,000	Significant

Source: Data Processing Results (appendix 3)

Loading factor (λ) measurement of competency variables in Table 15 shows the results of tests on the measurement model of competency variables of each indicator that explains the construct, specifically the latent variable (unobserved variable), from the above tabel all indicators appear to have a loading factor value greater than 0.60 and the value p-value less than 0.05 (significant) ,. Based on these results, all indicators are included in the next test.

Organizational Culture Variable

Table 16. Loading Factor and Critical Ratio Indicator of Organizational Culture Variable

Indicator	Loading Factor (λ)	Critical Ratio.	Profitability (p)	Information
Organizational Culture (X3)				
X3.1	0.794	-	-	Fix
X3.2	0.920	11,399	0,000	Significant
X3.3	0.787	9,370	0,000	Significant
X3.4	0831	10,064	0,000	Significant
X3.5	0.734	8,575	0,000	Significant

Source: Data Processing Results (appendix 3)

Loading factor (λ) measurement of organizational culture variables in Table 16, shows the results of the test of the measurement model of organizational culture variables of each indicator that explains the construct, specifically the latent variable (unobserved variable), from the above tabel seen all indicators have a loading factor value greater than 0.60 and the p-value is smaller than 0.05 (significant).

Goodness-of-Fit-Criteria

Table 17 Test results *Goodness-of-Fit*

Goodness of Fit Index	Cut off Value	Test results	Information
Chi-Square	X2 with df: 50; p 5% = 67.504	21,408	Well
Probability	≥ 0.05	0.209	Well
GFI	≥ 0.90	0.958	Well
AGFI	≥ 0.90	0.911	Well
TLI	≥ 0.95	0.991	Well
CFI	≥ 0.095	1994	Well
RMSEA	≤ 0.08	0.047	Well
CMIN / DF	≤ 2.00	0885	Well

The results of the Goodness-of-Fit Test calculation in the endogenous construct obtained a value of 21,408 still below the chi-square table for degrees of freedom 50 at a significant level of 5% of 67,504. Probability value of 0.209 which is above 0.05. The CMIN / DF value is 0.885 so it is still below 2.00. GFI value of 0.958, which is greater than 0.90 and AGFI of 0.911, which is greater than 0.90. TLI value of 0.991 which is still above 0.95. CFI value of 1.994 which value is still above 0.95 and RMSEA value of 0.000 which

value is still below 0.08. These results indicate that exogenous constructs meet the criteria of model fit (Goodness-of-Fit Indices).

Data Normality Test

Table 18. Normality Test Results

Variable	min	max	skew	cr	kurtosis	cr
Y1.3	2,000	5,000	-1.132	-2,022	.794	1,761
Y1.2	2,000	5,000	-.999	-2,429	.747	1,655
Y1.1	2,000	5,000	-.938	-2,161	.994	2,204
Y2.8	2,000	5,000	-1,220	-2,412	.891	1,975
Y2.4	2,000	5,000	-1,098	-2,868	.413	.916
Y2.3	3,000	5,000	-.004	-.016	-.407	-.902
Y2.2	1,000	5,000	-.477	-2,114	-.490	-1,088
Y2.1	1,000	5,000	-.256	-1,136	-.773	-1,736
X3.2	1,000	5,000	-.114	-.507	-.357	-.773
X3.3	1,000	5,000	-.547	-2,428	-.201	-.447
X3.4	1,000	5,000	-.469	-2,079	-.350	-.777
X3.5	1,000	5,000	-.682	-2,025	-.532	-1,180
X3.6	1,000	5,000	-.475	-2,108	-.201	-.446
X2.1	1,000	5,000	-.310	-1,376	-.975	-2,162
X2.2	1,000	5,000	-.415	-1,840	-.479	-1,062
X2.3	1,000	5,000	-.431	-1,910	-.583	-1,293
X2.4	1,000	5,000	-.641	-2,843	-.089	-.198
X1.1	1,000	5,000	-.320	-1,417	-.838	-1,857
X1.2	1,000	5,000	-.619	-2,747	.068	.151
X1.3	1,000	5,000	-.394	-1,749	-.127	-.282
Multivariate					56,187	10287

Source: Primary data processed

Based on table 18, it can be seen that there is a cr Skewness value that is outside the range of ± 2.58 . It can be concluded that univariate data normality is not good. The multivariate test also shows a value of cr 4,443, where this number is categorized as multivariate data that are not normally distributed. Thus the data do not meet the requirements for normality test.

Structural Equation Model Analysis

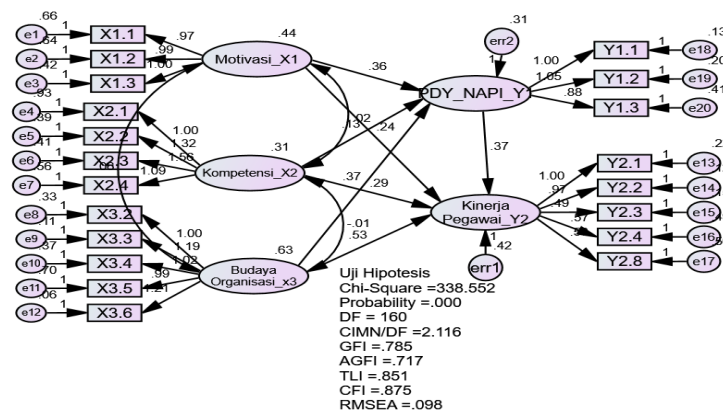


Figure 3 Initial Output Path Diagram Model

Based on the observations in Figure 3. on the full model analysis chart it can be shown that the model does not meet the fit criteria, this is indicated by the value of the calculation results that do not meet the Goodness of Fit criteria (Cut of Value values) as presented in table table 19.

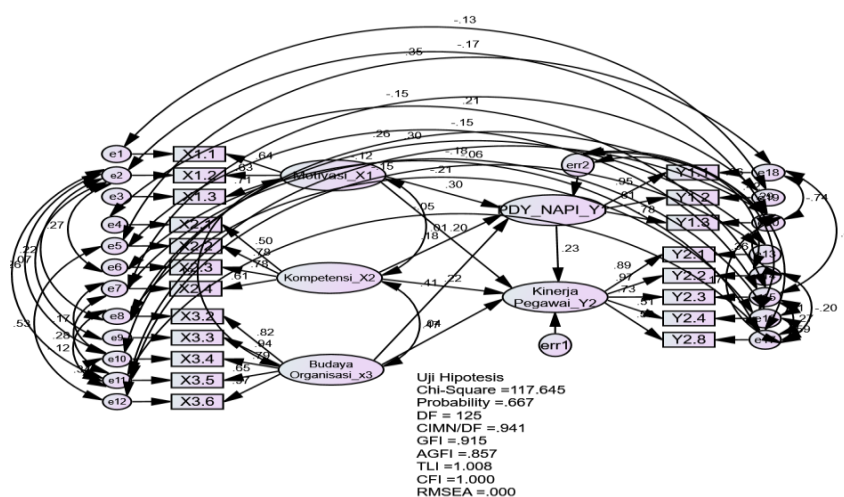
Table 19. Goodness of Fit Index Initial Test Results

Goodness of Fit (GOF) Index Criteria	Cut-off-Value	Values on Research Models	Information
Chi-Square	The smaller the better	131,756 (0.05)	Not good
Probability	> 0.05	338,552 0,000	Not good

CIMIN / DF	≤ 2.00	2,116	Not good
GFI	≥ 0.90	0.785	Not good
AGFi	≥ 0.90	0.717	Not good
TLI	≥ 0.90	0.851	Not good
CFI	≥ 0.90	0.875	Not good
RMSEA	≤ 0.80	0.098	Not good

Source: Primary data processed in 2020

The results of the calculation of the chi-square test on the full model obtained a chi-square value of 338,552 still below the chi-square table for degrees of freedom at a significant level of 5% of 131,756. Probability value of 0,000, which is smaller than 0.05. CMIN / DF value is 2,116 so it is still greater than 2.00. The GFI value is 0.785 and the AGFI value is 0.717, which is smaller than 0.90 and shows a bad indication. TLI value of 0.851, which is still small than 0.95. CFI value of 0.875 which value is still below 0.95 and RMSEA value of 0.098 which value is still above 0.08. Based on the GOF test results as shown in Table 16, this initial modification model cannot be said to be fit with existing data. Therefore, the addition of the connection line needs to be done again. Every time you make modifications, the AMOS output results table for Modificatoin Indices will be different. The addition of connections made next is the connection between error variables because connections between variables recommended by AMOS, there are no more supported by the theory. According to Rozeboom (1966) in Kano and Azuma, the correlation between variable error (unique factor covariance) will always be present when several questions are submitted at one time, ie an error in one question item will have a positive effect on the error of another item. The addition of connections between error variables is carried out continuously until finally the model is declared fit. After adding the error variable correlation, finally obtained a model that is declared fit with the data. Figure 5



The chi-square value is smaller that is 117,645 and probability is 0.667, and CMINDF is 0.941 with GFI of 0.915 and AGFI of 0.857, TLI of 1,008 with CFI of 1,000 and RMSEA of 0,000. The results of the second phase of the test as a whole are in accordance with the set (cut-off value) or in other words have met the criteria of Goodnes of Fit Indeces. A more complete picture can be seen in table 20 below:

Table 20. Evaluate the Goodness of Fit Indices Overall Model Final Stage criteria

Goodness of Fit Criteria	Cut-off-Value	Model Results	Information
X2 Chi-Square	Expected to be small	152,093 (0.05): 127 = 117,645	Well
Sig. Probability	> 0.05	0.667	Well
CIMIN / DF	≤ 2	0.941	Well
GFI	≥ 0.90	0.915	Well
AGFi	≥ 0.90	0.857	Marginal
TLI	≥ 0.90	1,008	Well
CFI	≥ 0.90	1,000	Well
RMSEA	≤ 0.80	0,000	Well

Source: Primary data processed in 2020.

Based on observations in the figure on the full model analysis graph, it can be shown that the model meets the fit criteria. The results of the chi-square test calculations on the full model obtained a chi-square value of 117,645 above the chi-square table for 127 degrees of freedom at a significant level of 5% of 152,093 . These results indicate that the overall model meets the model fit criteria. Probability value of 0 which is above 0.05 as well as other criteria which mostly meet well. These results indicate that the overall model meets the model fit criteria

Hypothesis test

Table 21. Total Influences, Direct Effects and Indirect Effects Between variables

No	Variable			P-value	Direct Effect	Indirect Effect	Total Effect	Information
	Exogenous	Intervening	Endogenous					
D-1	Motivation (X1)	-	Empowerment The prisoner (Y1)	0.002	0.296	-	0.296	Significant
D-2	Competence (X2)	-	Empowerment The prisoner (Y1)	0.042	0.178	-	0.178	Significant
D-3	Organizational culture (X3)	-	Empowerment The prisoner (Y1)	0,000	0.406	-	0.406	Significant
D-4	Prisoner Empowerment (Y1)	-	The performance Employee (Y2)	0.022	0.229	-	0.229	Significant
D-5	Motivation (X1)	-	The performance Employee (Y2)	0.034	0.200	-	0.200	Significant
D-6	Competence (X2)	-	The performance Employee (Y2)	0.014	0.217	-	0.217	Significant
D-7	Organizational culture (X3)	-	The performance Employee (Y2)	0,000	0.465	-	0.465	Significant
Indirect Effects Between variables								
D-8	Motivation (X1)	Prisoner Empowerment (Y1)	Employee Performance (Y2)	0.008	0.296	2,657	2,953	Significant
D-9	Competence (X2)	Prisoner Empowerment (Y1)	Employee Performance (Y2)	0.146	0.178	1,454	1,632	Not significant
D-10	Organizational Culture (X3)	Prisoner Empowerment (Y1)	Employee Performance (Y2)	0,000	0.406	4,805	5,211	Significant

Source: Primary data processed, 2020 Appendix

Based on Table 21 above, it can be explained that of the 10 paths contained in the research model, there are pathways that show a significant effect of 9 and 1 pathway that shows a non-significant effect. The test results with the path analysis model in Table 21. show:

Hypothesis 1. Based on the results of statistical data processing it is known that the value of the direct effect between the motivational variables on the empowerment of prisoners is 0.296 with a p-value of 0.002. The results of these two values provide information that motivation has a positive and significant effect on the empowerment of prisoners in class II A penitentiary in Riau Islands the higher the motivation the higher the prisoner's empowerment (H1 accepted)

Hypothesis 2. Based on the results of statistical data processing it is known that the value of the direct effect between the competency variables on the empowerment of prisoners is 0.178 with a p-value of 0.042. The results of these two values provide information that competence has a positive and significant effect on the empowerment of prisoners in class II A penitentiary in Riau Islands the higher the competency the higher the

prisoner's empowerment (H2 is received)

Hypothesis 3. Based on the results of statistical data processing it is known that the value of the direct effect between organizational culture variables on the empowerment of prisoners is 0.406 with a p-value of 0.000. The results of these two values provide information that competence has a positive and significant effect on the empowerment of prisoners in class II A penitentiary in Riau Islands the higher the competency the higher the prisoner's empowerment (H3 received)

Hypothesis 4. Based on the results of statistical data processing it is known that the value of the direct effect between the inmates empowerment variable on employee performance is 0.229 with a p-value of 0.022. The results of these two values provide information that the empowerment of prisoners has a positive and significant effect on employee performance in class II A penitentiary in Riau Islands, the higher the prisoner's empowerment, the higher the employee's performance (H4 accepted)

Hypothesis 5. Based on the results of statistical data processing it is known that the value of the direct effect between motivation variables on employee performance is 0.229 with a p-value of 0.022. The results of these two values provide information that motivation has a positive and significant effect on employee performance in class II A penitentiary in Riau Islands the higher the motivation, the higher the employee's performance (H5 accepted)

Hypothesis 6. Based on the results of statistical data processing it is known that the value of the direct effect between the competency variables on employee performance is 0.217 with a p-value of 0.014. The results of these two values provide information that competence has a positive and significant effect on employee performance in class II A penitentiary in Riau Islands the higher the competency, the higher the employee's performance (H6 accepted)

Hypothesis 7. Based on the results of statistical data processing it is known that the value of the direct effect between organizational culture variables on employee performance is 0.465 with a p-value of 0,000. The results of these two values provide information that the culture of organization has a positive and significant effect on employee performance in class II A penitentiary in Riau Islands the higher the organizational culture, the higher the employee performance (H7 accepted).

Hypothesis 8. Based on the results of the sobel test processing it is known that the value of indirect effects is 2.657, with a p-value of 0.008 smaller than 0.05, which means significant, meaning that there is a mediating influence of prisoners' empowerment in mediating the relationship of motivation to employee performance in class II A penitentiary in Riau Islands (H8 received).

Hypothesis 9. Based on the results of the sobel test processing it is known that the value of indirect effect is 1.454, with a p-value of 0.146 greater than 0.05, meaning that it is insignificant, meaning that there is no mediating effect on prisoners' empowerment in mediating the relationship of competence to employee performance in class II A penitentiary in Riau Islands (H9 rejected).

Hypothesis 10. Based on the results of the sobel test processing, it is known that the value of indirect effect is 4.805, with a p-value of 0.000 less than 0.05, which means that it is significant, meaning that there is a mediating influence of prisoners' empowerment in mediating the relationship between organizational culture and employee performance in class II A penitentiary in Riau Islands (H10 received).

V. Discussion

Effect of Motivation on Empowerment of Prisoners

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that motivation directly has a positive and significant influence on the empowerment of prisoners in class II A correctional institutions in Riau Islands. This shows that the increase in good motivation tends to increase the added value of better employee performance in class II A correctional institutions in Riau Islands. The results of this study are in line with those conducted by Manisha Sharma, Monika Bhati 2017 who pointed out this study focuses on assessing the views of employees about the effect of the perceived effectiveness of this factor on empowering motivation on various aspects of organizational commitment. Researchers have also emphasized that motivation provides goals and direction for individual behavior and empowerment is concerned with having a role in the decision making process (Kreitner, Thorlksen & Murray [1, 34]).

Influence of Competence Against Empowerment of Prisoners

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that competence has a positive and significant influence on the empowerment of prisoners. This shows that good competency makes employee performance better in class II A correctional institutions in Riau Islands. The results of this study are in line with those conducted by Roslina Alam (2016) The effectiveness of human resources is influenced by competence, empowerment and available work facilities, so that the organization is needed to optimize human resources. By evaluating one's competence,

we will be able to predict organizational effectiveness. The effect of competence on the effectiveness of human resources regression analysis shows the effect of human resource competency is 21.1%.

The Influence of Organizational Culture on Empowerment of Prisoners

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that competence has a positive and significant influence on the empowerment of prisoners. This shows that good competency makes employee performance better in class II A correctional institutions in Riau Islands

The results of this study are in line with those conducted by Hamid Saremi and Behrad Moin Nejad / Elixir (2013) organizational managers need efforts to strengthen organizational culture and create suitable areas for employee empowerment. Increasing employee morale, increasing management support, encouraging creativity, innovation and employee participation in organizations all causes for promotion triggers a sense of organizational ownership and organizational culture. All that Managers need to increase the level of employee motivation and a reward system based on fair performance and services is to operate a corporate identity and the positive impact of cultural factors on empowerment organizations has been confirmed.

Effect of Motivation on Employee Performance

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that competence has a positive and significant influence on the empowerment of prisoners. This shows that good competency makes employee performance better in class II A correctional institutions in Riau Islands. The results of this study are in line with those conducted by Roslina Alam (2016); Srikaningsih and Prof. Djoko Setyadi (2015) The results of the analysis found that lecturer competence, motivation and organizational culture partially did not have a significant effect on organizational commitment with $p > 0.05$. It was found that lecturer competence, motivation and organizational culture partially had a significant effect on lecturer performance at Eastern Indonesian universities with $p > 0.05$.

Previous research that did not support was conducted by Mariati, Hanif Mauludin (2018). Work motivation does not significantly influence employee performance. This research contributes to management literature related to organizational culture, work motivation on employee performance through job satisfaction. The findings of this study are expected to be a source of information and material considerations for the Pasuruan Regional Secretariat in improving employee performance by shaping organizational culture and increasing employee motivation and job satisfaction.

Effect of Competence on Employee Performance

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that Competence has a positive and significant influence on prisoners' empowerment. This shows that Competence the good make Prisoner Empowerment the better in class II A penitentiary in Riau Islands. The results of this study are in line with those conducted by Roslina Alam (2016) The influence of competence on the effectiveness of human resource regression analysis shows the effect of human resource competency is 21.1%. The findings show that competence can affect the effectiveness of human resources. When viewed from the pattern of relationships, the effect is positive. This means better competency, the higher the achievement of work effectiveness. Based on respondents' perceptions, the competency variable is considered to influence the effectiveness of tourism human resources. When analyzed further, competence can be described as the ability to perform tasks, the ability to integrate knowledge, skills, attitudes and personal values, and the ability to build knowledge and skills based on experience and learning will be carried out.

The Effect of Organizational Culture on Employee Performance

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that Organizational culture has a positive and significant influence on prisoners' empowerment. This shows that Organizational culture the good make Prisoner Empowerment the better in class II A penitentiary in Riau Islands. The results of this study are in line with those conducted by Mashal Ahmed & Saima Shafiq (2014) The results show that the dimensions of organizational culture influence organizational performance in telecommunications companies. There are several factors that affect organizational performance but this research considers organizational culture as only a dimension. Organizational culture plays an important role in achieving organizational goals. The results show that there is a high uncertainty avoidance in the organization, the higher the avoidance of uncertainty the better the organizational performance.

The effect of motivation on employee performance is mediated by the empowerment of prisoners

The results of the study in table 21, show that the first hypothesis can be observed from the results of SEM analysis, from the table shows that Motivation has a positive and significant influence on Employee Performance. This shows that Motivation the good make Employee Performance the better, mediated by the Empowerment of Prisoners in class II A correctional institutions in Riau Islands.

Effect of Competence on Employee Performance through inmates' empowerment

The results of the study in table 21, show that the eighth hypothesis can be observed from the results of SEM analysis, from the table shows that competence has a positive and significant effect on employee performance through the empowerment of prisoners. This shows that prisoners empowerment is able to mediate competence on employee performance at lemabaga correctional class II A in Riau Islands the better the motivation the better the performance of employees

The Influence of Organizational Culture on Employee Performance through prisoner empowerment

The results of the study in table 21, show that the ninth hypothesis can be observed from the results of SEM analysis, from the table shows that Organizational Culture has a positive and insignificant influence on employee performance through the empowerment of prisoners. This shows that the empowerment of prisoners is not able to mediate the organizational culture of employee performance in Lemabaga correctional class II A in Riau Islands so that it needs serious attention to the performance of Lapas employees.

The Influence of Inmate Empowerment on Employee Performance

The results of the study in table 21, show that the ninth hypothesis can be observed from the results of SEM analysis, from the table shows that the empowerment of prisoners is a positive and significant effect on employee performance. This shows that the empowerment of prisoners can improve employee performance so that the better the empowerment of prisoners the better the performance of Lapas employees in class II A correctional institutions in Riau Islands.

VI. Conclusions And Suggestions

Based on the results of the sobel test processing it is known that, competence on employee performance mediated by prisoners empowerment is not significant, meaning that there is no influence of prisoners' mediation in mediating the relationship of competence on employee performance in class II A penitentiary in Riau Islands. Motivation has a positive and significant effect on the empowerment of prisoners and employee performance in a class II A penitentiary in Riau Islands, the higher the motivation the higher the prisoner empowerment. Competence has a positive and significant effect on prisoners' empowerment and employee performance in class II A penitentiary in Riau Islands, the higher the competency the higher the prisoner's empowerment. Based on the results of statistical data processing, it is known that between organizational culture variables on prisoners empowerment and employee performance. The results of these two values provide information that competence has a positive and significant influence on prisoners' empowerment and employee performance in class II A penitentiary in Riau Islands the higher the competency the higher the prisoner's empowerment. Test results show not all hypotheses are proven. Unproven hypotheses appear from Competence towards performance through the empowerment of prisoners, has not been able to provide maximum indicators, because employee performance has not been able to overcome prisoners who like alcoholic beverages, shabu-shabu, fights and others.

Based on the results of the study it can be seen that although prisoners' empowerment has been carried out by prison staff, it does not necessarily provide increased competence to the performance of class II A penitentiary employees in Riau Islands. For further researchers, they can enter the competency variable on employee performance mediated by prisoners empowerment, so the results can clearly illustrate changes and effects on employee performance.

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