



## ROLE MODEL OF ORGANIZATIONAL CULTURE AND WORK BEHAVIOR IN MEDIATING THE INFLUENCE OF LEADERSHIP ON THE PERFORMANCE OF CORRECTIONAL INSTITUTION EMPLOYEES IN EFFORTS TO ERADICATE DRUG DISTRIBUTION AND ABUSE IN CLASS II A CORRECTIONAL INSTITUTION, KENDARI

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### Abstract

Narcotics, Psychotropics and other Addictive Substances (Drugs) are substances that affect the structure or function of several parts of the body of the person who consumes them, based on the 2019 national prevalence data for people who have used drugs, there has been a decrease of around 0.6% from a total of 4.53 million people so that almost one million Indonesians have been saved from drug abuse, distribution and abuse (Press Release at the end of 2019). This study aims to analyze the influence of the Role Model of Organizational Culture and Work Behavior in Mediating the Influence of Leadership on the Performance of Correctional Institution Employees in Efforts to Eradicate, Distribution and Abuse of Drugs in Class II A Kendari Correctional Institutions. Keywords: Human Resource Management Practices, Operational Performance, Employee Retention, Organizational Negligence, Organizational Change Process, Organizational Culture, Community Health Centers. This study uses a quantitative approach with a total of 126 prison employees, while the sample used is 120 prison employees, excluding the leadership elements. Quantitative data using pretest-posttest group control design using non-parametric tests. The results of quantitative research show that 1) Lack of knowledge about the dangers of drugs, 2) Drugs can damage the future of the next generation, 3) BNN has conducted drug socialization, 4) Families are worried and afraid of drug dealers, 5) Families do not dare to report drug abuse, 6) Families prohibit teenagers from associating with people they don't know, 7) the role of the village head is very much needed by the community, 8) The role of teenagers to stay away from drugs, 9) The role of parents at home is very much needed against the dangers of drugs. While the results of quantitative research show that intervention by providing modules to the treatment group shows significant changes in employee performance behavior. This study found a descriptive model of the influence of drug abuse prevention interventions using a module with an approach to employees, the influence of a drug abuse prevention model using an organizational culture role module and the influence of a drug abuse prevention model using a module on employee behavior.

**Keywords:** Eradication, Distribution and Abuse of Drugs in Correctional Institutions, Employee Work Behavior Approach.

### Introduction

The problem of narcotics is a global phenomenon that has made all countries in the world worried and restless. The United Nations Office on Drugs and Crime (UNODC) as the world body that deals with narcotics issues noted that at least 271 million people worldwide or 5.5% of the world's global population aged between 15 and 64 years have consumed drugs, at least that



person has consumed narcotics in 2017 (UNODC, World Drugs Report 2019). Indonesia is one of the countries facing this global phenomenon. The National Narcotics Agency (BNN) noted that the narcotics problem in Indonesia is still in a condition that requires continuous attention and high vigilance from all elements of the Indonesian nation. From the results of research conducted by BNN periodically every three years, the Prevalence Rate for narcotics from 2011 to 2019 has decreased quite significantly.

Arrests and disclosures of drug trafficking cases in Southeast Sulawesi are known to be largely controlled by the correctional institution network. Data from the National Narcotics Agency reveals that every year there are disclosures of drug trafficking in Correctional Institutions. This shows that drug trafficking in prisons is increasingly rampant. Prisons are places to carry out guidance for prisoners and correctional students based on the correctional system. Efforts to return them to a good society are efforts to rehabilitate and reintegrate Correctional Inmates which give birth to the correctional system. The function of prison supervision is the foundation and a measuring tool for the success of security officers. The parameters used as a measure of supervision in prisons include the level of prison escapes, fights, demonstrations, rebellions, gambling, trade and smuggling of prohibited goods (weapons, narcotics, and other illegal drugs) (Sipatuhar & Siallagan, 2018).

One of the important goals in an organization is to create job satisfaction for the members of the organization concerned to further improve their performance so that there are no unwanted deviations in the organization. The lack of control or supervision by prison officers over drug trafficking in prisons or detention centers that occurs because the attitude of prison officers tends to be permissive and commercial towards violations that occur in their prison environment is closely related to the quality of human resources that have an impact on the performance of prison employees.

Performance is often associated with control, measurement, evaluation, assessment, effectiveness, and efficiency (Euske, Lebas and McNair, 1993; Bruns, 1992; Neely, Gregory and Platts, 1995; Corvellec, 1994). Baird (1986), Corvellec (1994, 1995) and Bourguignon (1995) view the concept of performance from an orientation perspective, they state that performance is an action orientation and substance orientation which emphasizes that performance is the result of actions that are linked to standards. Based on the views of these experts, performance is related to output and standards that are assessed both formally and informally. Performance is termed as work achievement, which is the process through which organizations evaluate or assess employee work performance. Performance according to Barry and Houston (1993) is a combination of ability and effort, to produce what is done. In order to produce good performance, a person must have the ability, have the will, effort, and every activity carried out does not experience significant obstacles in its environment.

Employee performance is greatly influenced by various factors, including leadership factors, organizational culture, performance allowances and workload in an organization. The quality of human resources in an organization is highly dependent on leadership. Leaders who successfully anticipate change, cleverly take advantage of opportunities, motivate their subordinates to achieve high levels of employee performance, and correct poor subordinate performance, will drive the organization towards the desired goals. Leadership is an activity in influencing people so that they want to work together in achieving the goals we want. According to House, if the leader gives greater encouragement to the fulfillment of these expectations, then the greater the achievements that will be obtained by his employees.



In addition to leadership, organizational culture is also a factor that determines the success of an institution. Organizational culture is social knowledge in an organization concerning the rules, norms and values that shape the nature and behavior of its employees. In reality, each organization has a different culture, although in essence they carry out the same function. In a more real context, the issue of organizational culture has reached the most essential thing, namely the identity or identity of the organization. One organization compared to another organization can be more authoritarian or democratic, very bound by regulations or information, innovative or resistant to change, can accept diversity or be anti-diversity, or can bring a friendly or unfriendly atmosphere.

Leaders with good leadership can create high motivation in each subordinate, so that with this motivation will arise a work spirit that can improve the performance of the subordinate. In this study, participatory leadership is able to improve the role of employees to be more optimal so that what is the task or target that has been set can be achieved well. Thus, the ways in which leaders behave in directing employees will affect the performance of the employees themselves who are their subordinates.

Work behavior is also a factor that can support performance. In relation to leadership, several previous studies have shown that leadership has a significant positive effect on work behavior as a supporting variable for performance (Kusairi, 2022; Zamil et al.,; Saktinegara et al., 2016;). Organizational culture as a mediator of leadership on performance has become the object of research by several researchers. Research from Sappe et al (2016) where leadership plays a role in improving employee performance through organizational culture, work commitment and work motivation. This indicates that leaders have high self-management that is able to form a strong organizational culture. Other research results show that work behavior can also mediate leadership on performance. Research from Pudjiono & Sihombing et al (2022) found that leadership has an indirect and significant effect on employee performance through mediation from work behavior. Other research shows something different, namely research from Bangun et al (2021).

## **Literature Review**

### ***Leadership***

Leadership is the behavior of individuals who direct group activities to achieve common goals. Leadership is exercised when an individual mobilizes institutional, political, psychological and other resources to arouse, involve and fulfill the motivation of his followers. Leadership is the process of providing purpose (meaningful direction) to a collective effort, causing effort to be expended to achieve the goal. Leadership is the process of making people understand the benefits of working with others, so that they understand and do it. Leadership involves motivating subordinates and creating pleasant conditions in carrying out work (Schein, E. H, 2010). Leadership as a means of achieving goals, meaning that a leader is someone who has a program and behaves together with group members by using certain methods or styles, so that leadership has a role as a dynamic force that encourages, motivates and coordinates the organization in achieving the goals that have been set (Siagian, 2002). Hersey and Blanchard (1992:102) successfully studied leadership that is associated with management interests. Both figures successfully studied the leadership that was given the name Situational Leadership. Both took the basic concept of leadership that is oriented towards subordinate relationships/support.



## Organizational Culture

Organizational culture is a set of behaviors, feelings, and psychological frameworks that are deeply internalized and shared by members of an organization (Stoner et al, 1995). Another definition is that organizational culture is a shared perception held by members of an organization; a system of shared meaning (Suhayati Monika, 2005). According to (Moeljono in Chatab, 2007:28), there are many opinions from experts or practitioners about the dimensions of organizational culture as competing values in determining indicators that influence organizational effectiveness. Generally, the dimensions of organizational culture are the result of research that they have conducted while still considering the results of research that has been conducted by other previous studies as a reference. Denison's organizational culture study (2000:168) suggests that there are four integrative principles regarding the reciprocal relationship between organizational culture and organizational work effectiveness. These four principles are named the four main cultural traits concerning involvement, consistency, adaptability, and mission (Umam Khaerul 2014). In the context of organizational cultural values, this means guidelines or beliefs that are used as references in carrying out organizational tasks. Organizational cultural values are related to the problem of achieving an organization, including values are ideology, ideals, beliefs. However, on the one hand, as culture can also be a inhibiting factor in facing various changes. It is also stated that organizational culture is essentially a system of shared meaning or in other words related to the problem of shared values (Vinjery, Dicky Ari. 2016).

## Work Behavior

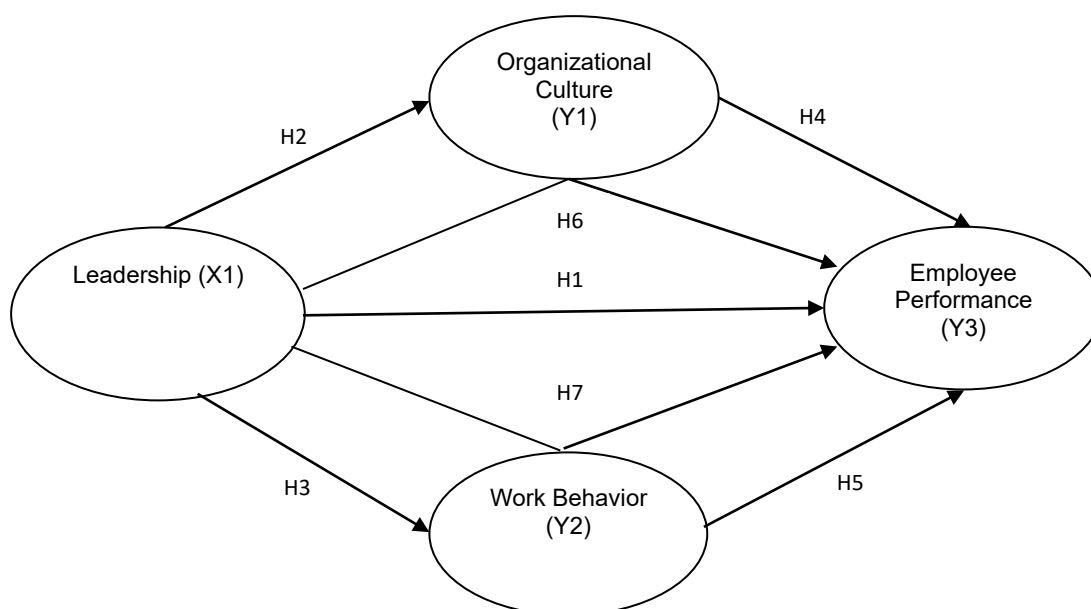
Any activity that shows employee environmental behavior applied to other employees and their environment is called work behavior. Behavior is everything a person does, including daily activities such as hard work, interacting with others, exchanging opinions, and accepting or rejecting those opinions (Wambugu, Lydia Wairimu. 2014). The definition of work behavior is how individuals can actualize themselves in the workplace through their attitudes. Where this opinion emphasizes employee behavior to predict what this kind of person will do in the workplace (Veithzal et al, 2014). As a member of an organization, one should not lose one's unique identity because it is a special feature or pride that the person has. People who are able to maintain their identity will have high self-esteem which in turn will appear in the form of a desire to be respected and treated humanely by their leaders.

## Performance

The word "performance" is widely used in all areas of management. Performance is often associated with control, measurement, evaluation, assessment, effectiveness, and efficiency. Performance is an action orientation and substance orientation that emphasizes that performance is the result of actions that are associated with standards (Yulk, Gary. 2007). Based on this definition, performance can be concluded to be related to output and standards that are assessed both formally and informally. Performance is a combination of ability and effort, to produce what is done. In order to produce good performance, a person must have the ability, have the will, effort, and every activity carried out does not experience significant obstacles in its environment. Will and effort can produce motivation, then after there is motivation it can cause activity. Performance is the results achieved or achievements achieved by employees in carrying



out a job in an organization (Robbins, Stephen P. 2006). The definition of performance is the appearance of the results of personal/officer work, both in quantity and quality, in an organization, individually or in a group, without looking at the position they hold, so that it is the performance of the entire organizational ranks as a whole. Performance is related to the ability requirements that will affect the performance improvement which includes 1) Technical Ability, namely special skills/expertise, 2) Managerial Ability, namely general skills in managing an organization, and, 3) Human Ability, namely related to social skills in working together with others. In addition, it is also needed, the ability in the form of sincerity and work discipline, motivation, and experience have a strong influence in growing work performance.



**Figure 1 Conceptual Framework**

### Research Hypothesis

- H1: Leadership has a positive and significant influence on performance.
- H2: Organizational culture has a positive and significant effect on performance.
- H3: Work behavior has a positive and significant effect on performance.
- H4: Leadership has a positive and significant influence on organizational culture.
- H5: Leadership has a positive and significant influence on work behavior.
- H6: Leadership has a positive and significant influence on performance through organizational culture.
- H7: Leadership has a positive and significant effect on performance through work behavior.

### Research Methods

The location of the study was the Class IIA Kendari Penitentiary, Southeast Sulawesi Province. The population and sample in this study were all employees of the Class IIA Kendari Penitentiary totaling 126 samples. Referring to the conceptual framework (recursive and combined reflective & formative indicators) and multivariate analysis, the analysis model uses structural equation modeling, namely a model that analyzes the relationship between variables





and also indicator models simultaneously, comprehensively and interconnectedly both theoretically and empirically. Meanwhile, the research approach used is SmartPLS. The SmartPLS approach is a development of PLS (Partial Least Square) analysis.

### Operational Definition Of Variables

Leadership (X1) referred to in this study is the process of directing subordinates in relation to their duties through the following indicators: instructive, consultative, participative and delegative.

Organizational Culture (Y1) is a system of organizational values adopted by the members of the organization itself, which then influences the way the members of the organization work and behave.

Work Behavior is an individual's response or reaction that arises in the form of actions or attitudes or a person's perceptions of their work, the working conditions experienced in the work environment and the treatment of leaders towards people of this type.

Employee Performance is the work results achieved by prison employees which are measured through the following indicators: quality, quantity, time, service orientation, integrity and cooperation.

### Research Result

#### *Discriminant Validity*

Another method can be done by comparing the Square root of Average Variance Extracted (AVE) value of each latent variable with the correlation between other latent variables in the model. The provision is if the AVE of the latent variable is greater than the correlation with all other latent variables, then it is said to have good discriminant validity, where a good discriminant validity value must be greater than 0.50. The results of the cross loading and AVE analysis can be displayed in table 1.

**Table 1 Nilai Cross Loading dan AVE**

Variabel	Indikator	X1	Y1	Y2	Y3	AVE
<b>Kepemimpinan (X1)</b>	Instructional (X1.1)	<b>0,827</b>	0,675	0,664	0,686	<b>0,77</b>
	Consulting (X1.2)	<b>0,905</b>	0,661	0,345	0,694	
	Participative (X1.3)	<b>0,893</b>	0,742	0,545	0,714	
	Delegative (X1.4)	<b>0,878</b>	0,646	0,454	0,601	
<b>Budaya Organisasi (Y1)</b>	Innovative & Risk (Y1.1)	0,758	<b>0,802</b>	0,625	0,634	
	Attention to Detail (Y1.2)	0,627	<b>0,785</b>	0,567	0,624	
	Results Orientation (Y1.3)	0,658	<b>0,758</b>	0,479	0,555	
	Individual Orientation (Y1.4)	0,593	<b>0,721</b>	0,621	0,398	
	Team Orientation (Y1.5)	0,519	<b>0,659</b>	0,355	0,469	
	Aggressive Attitude (Y1.6)	0,659	<b>0,758</b>	0,674	0,664	



	Stability (Y1.7)	0,685	<b>0,791</b>	0,637	0,664
<b>Perilaku Kerja (Y2)</b>	Social Relationship (Y2.1)	0,685	0,516	<b>0,828</b>	0,530
	Vocational Skills (Y2.2)	0,666	0,602	<b>0,860</b>	0,578
	Work Motivation (Y2.3)	0,487	0,561	<b>0,825</b>	0,518
	Initiative-Self Confidence (Y2.4)	0,420	0,586	<b>0,824</b>	0,553
<b>Kinerja (Y3)</b>	Work Quality (Y3.1)	0,627	0,506	0,502	<b>0,861</b>
	Work Quantity (Y3.2)	0,632	0,687	0,449	<b>0,802</b>
	Time (Y3.3)	0,614	0,669	0,805	<b>0,883</b>
	Service Orientation (Y3.4)	0,473	0,613	0,467	<b>0,807</b>
	Integrity (Y3.5)	0,971	0,625	0,553	<b>0,804</b>
	Collaboration (Y3.6)	0,458	0,562	0,381	<b>0,801</b>

Source: Primary Data (processed)

The data from the analysis of table 1 shows that: from the cross loading value for each latent variable indicator is greater than the value of the other latent variable indicators marked with a bold value greater than the value next to it, meaning it already has good discriminant validity. Likewise, if using an AVE value of 0.755, it is greater than the minimum AVE value of 0.50. Thus, it can be said that the model used has good discriminant validity.

### Construct Reliability Test

According to Ghazali (2012), reliability measurement can be done by looking at the Composite Reliability value in the SmartPLS output where the Composite Reliability value must be greater than 0.7. If the composite reliability value of the construct gives results above 0.7, it can be said that the indicators of each construct are reliable and can represent the actual measurement (Ghozali, 2012).

Table 2 Composite Reliability Values

No	Variable	Composite Reliability	Information
01	Leadership	0.917	Reliable
02	Organizational Culture	0.945	Reliable
03	Work Behavior	0.894	Reliable
04	Employee Performance	0.969	Reliable

Source: Primary Data (processed)

The composite reliability value as seen in table 2 above shows that each construct has good reliability, which is above 0.7. Where according to Chin (1998) in Ghazali (2012) a construct is said to have good reliability if its value is above 0.7. In table 2 it can be seen that the value for the composite reliability of the leadership construct is 0.917, the Organizational Culture construct is 0.945, the Work Behavior Construct is 0.894, and the employee performance construct is 0.969. Referring to Chin's opinion (1998), the results of the composite reliability of



each construct are considered good and can be used in the analysis process because they have met the reliability requirements.

### R-Squared ( $R^2$ )

R-Squared is a measurement that shows how much variation in endogenous latent variables can be explained by exogenous latent variables. Changes in the R-Square value can be used to explain the influence of certain exogenous latent variables (X) on endogenous latent variables (Y) whether they have a substantive influence or not. An R-Square value of 0.70 indicates a model at a strong level, 0.50 indicates a model at a moderate level, and 0.25 indicates a model at a weak level (Ghozali, 2012). The results of the R-square analysis are shown in table 3.

**Table 3 R-Square Values**

No	Variable	<i>R-Square</i>
01	Leadership	
02	Organizational Culture	0.869
03	Work Behavior	0.742
04	Employee Performance	0.826

**Source: Processed primary data, 2025**

Table 4 data shows the value of R-Square Y1 of 0.869 for Y1 and Y2 of 0.742, and Y3 of 0.791. This means that 86.9% of the Y1 variable (organizational culture) is influenced by the leadership variable (X1), and 72.4% for the Y2 variable (work behavior) is influenced by the leadership variable (X1), and 82.6% for the performance variable (Y3) is influenced by the leadership variable (X1). Based on the provisions, it can be concluded that the performance variable can be explained by the leadership variable, organizational culture, and performance of 82.6% while the rest is influenced by other variables not included in this study.

### Hypothesis Testing

The results of the analysis that has been done with PLS, then the hypothesis proposed to answer the research question can be tested by comparing the p-value with alpha 5% or 0.05 which is the amount of the tolerable error rate. The results of the analysis of the magnitude of the influence coefficient between the latent variables in question, both direct and indirect influences, along with the total effect and p-value can be seen in table 5. Table 5.15. Results of the analysis of the direct path coefficient and indirect influence and P-Value.

**Table 4 Hypothesis Testing**

Hypothesis	Relationship between variables	Influence Coefficient			P-Value
		Direct	Indirect	Total	
H1	Leadership (X1) -> Officer Performance (Y3)	0,435	0,348	0,773	0,000
H2	Leadership (X1) -> Organizational Culture (Y1)	0,664	0	0,664	0,000
H3	Leadership (X1) -> Work Behavior (Y2)	0,628	0	0,628	0,000
H4	Organizational Culture (Y1) -> Officer	0,392	0	0,392	0,021





	Performance (Y3)				
H5	Work Behavior (Y2) -> Officer Performance (Y3)	0,315	0	0,315	0,000
H6	Leadership (X1) -> Organizational Culture (Y1) -> Officer Performance (Y3)	0,406	0,287	0,693	0,024
H7	Leadership (X1) -> Work Behavior (Y2) -> Officer Performance (Y3)	0,395	0,264	0,659	0,001

Source: Processed primary data, 2025

Based on the data from the analysis of table 5, which shows the presence of a direct influence coefficient on hypotheses H1–H5 and an indirect influence on hypotheses H6–H7 or according to the order of the hypothesis formulation.

**Table 5 Summary of Analysis Results and Hypothesis Conclusions**

Hypothesis	Variable Relationship	Influence Coefficient			P-Value	Hypothesis	Mediation Description
		Direct	Indirect	Total			
H1	Kepemimpinan (X1) -> Kinerja Petugas (Y3)	0,425	0,348	0,773	0,000	Diterima	
H2	Kepemimpinan (X1) -> Budaya Organisasi (Y1)	0,664	0	0,664	0,000	Ditarima	
H3	Kepemimpinan (X1) -> Perilaku Kerja (Y2)	0,628	0	0,628	0,000	Diterima	
H4	Budaya Organisasi (Y1) -> Kinerja Petugas (Y3)	0,392	0	0,392	0,012	Diterima	
H5	Perilaku Kerja (Y2) -> Kinerja Petugas (Y3)	0,315	0	0,315	0,162	Diterima	
H6	Kepemimpinan (X1) -> Budaya Organisasi (Y1) -> Kinerja Petugas (Y3)	0,406	0,287	0,693	0,031	Diterima	Mediasi parsial
H7	Kepemimpinan (X1) -> Perilaku Kerja (Y2) -> Kinerja Petugas (Y3)	0,395	0,264	0,659	0,137	Diterima	Mediasi parsial

Source: Processed primary data, 2025

Based on the results of the path coefficient analysis and the results of hypothesis testing according to the model raised in this study, the complete results of the research model analysis reflect the direct and indirect influences and the role of mediating variables as formulated in the problems and hypotheses. The information displayed in Figure 1 is complete information about the results of this research model. It shows the path coefficient connecting and/or the magnitude of the influence between variables, both direct and indirect influences or mediating roles, as well as the magnitude of the p-value as a test tool that is the basis for making decisions on significant or insignificant influences between exogenous variables on endogenous variables in this research model.



## Discussion

### *The Direct Influence Of Leadership On The Performance Of Class IIA Kendari Prison Employees*

Leadership is an important factor in determining the success of an organization, including in a correctional institution environment that is full of pressure and challenges. Effective leadership can shape employee motivation, discipline, and a sense of responsibility, thus having a direct impact on improving their performance. The results of the descriptive analysis show that employees at the Class IIA Kendari Prison, Southeast Sulawesi, view the leadership applied positively, both from an instructive, consultative, participatory, and delegative aspect. This is also in line with the positive perception of employee performance. These findings prove that leadership has a direct effect on employee performance (Yukl, 2013), especially in creating a conducive and productive work environment through effective communication, assertiveness, and empathy. Robbins and Judge (2017) stated that leadership style also has an impact on job satisfaction, organizational commitment, and individual performance. Similar studies by Asyarifah and Kusmiyanti (2021) at Class IIB Klaten Prison, Zaini and Subroto (2023) at Class IIA Pamekasan Prison, and Prihanggoro and Kusmiyanti (2022) at Class IIA Karawang Prison showed that transformational leadership style significantly improves employee performance. In addition, Ariyansyah and Subroto (2022) emphasized that leadership that motivates employees has a positive impact on improving performance. The findings of Firmansyah and Subroto (2023) also support this, where the four components of transformational leadership have a positive effect on the performance of correctional officers. All of these findings underline the importance of the role of leaders in encouraging optimal performance of correctional institution employees.

### *The Direct Influence Of Leadership On Organizational Culture In Class IIA Kendari Prison*

Leadership plays an important role in shaping and directing organizational culture, especially in Correctional Institutions (Lapas) which face unique challenges such as maintaining security and the rehabilitation process of prisoners. The results of the analysis at the Class IIA Kendari Prison showed that leadership, through instructive, consultative, participatory, and delegative styles, was perceived positively by employees and had a direct impact on organizational culture. This culture is reflected in indicators such as innovation and risk taking, attention to detail, orientation to individuals and results, teamwork, aggressive attitudes, and stability, especially in the context of overcoming drug abuse. Djaya's (2022) research confirms these findings, by showing that transformational leadership has a positive impact on organizational culture at the Class IIA Malang Women's Prison. Leaders who are able to provide inspiration and individual attention can create a strong and adaptive culture. Hendry (2023) also emphasized the effectiveness of transformational leadership in improving morale, staff job satisfaction, and prisoner rehabilitation outcomes. Furthermore, Arman, Idris, and Didin's (2023) study at Makassar Class I Prison showed that leadership, organizational culture, and work ethic jointly influenced employee productivity. In line with that, Stohr et al. (2012) revealed that organizational success is highly dependent on leaders who understand and manage organizational culture effectively. Thus, effective and inspiring leadership contributes greatly to creating a positive organizational culture, which supports optimal performance and achievement of correctional institution goals.



### ***The Direct Influence Of Leadership On The Work Behavior Of Class IIA Kendari Prison Employees***

Leadership is a strategic element in shaping employee work behavior, especially in Correctional Institutions (Lapas) which have a hierarchical structure and high psychosocial challenges. The leadership style applied can affect employee discipline, loyalty, cooperation, and work motivation. The concept of transformational leadership introduced by Bass (1990) and the situational leadership theory of Hersey and Blanchard (1988) show that inspiring and adaptive leaders can increase employee productivity and loyalty. The results of research at the Kendari Class IIA Prison prove that leadership with an instructive, consultative, participatory, and delegative style is well perceived by employees and has a direct impact on performance, especially in the context of overcoming drug abuse. This is in line with the findings of Yuwono et al. (2022) which emphasizes the positive influence of transformational leadership on employee work behavior and motivation. Research by Dhaliwal & Hirst (2019) and Minardo (2017) also shows that this leadership style can increase productivity, service quality, and job satisfaction. Lee and Lee (2024) revealed that transformational leadership is able to encourage organizational citizenship behavior (OCB) through the mediation of trust and psychological empowerment, which is also reinforced by the findings of Ibrahim and Al-Fadhli (2024). Abique (2024) added that certain aspects of transformational leadership increase employee work engagement as an indicator of positive behavior. Therefore, effective and inspiring leadership is key to forming productive and service-oriented work behavior in prisons. Leadership is not only a managerial function, but also a process of influencing employee values, attitudes, and work ethics, which ultimately forms a work culture with integrity and sustainability.

### ***The Direct Influence Of Organizational Culture On Officer Performance At Kendari Class IIA Prison***

Organizational culture plays a crucial role in shaping the integrity and professionalism of Correctional Institution employees, especially in facing challenges such as drug trafficking. A work culture that instills values of honesty, discipline, and commitment to rules can strengthen employees' moral fortress in resisting temptations from drug networks. Schein (2010) emphasized that a strong organizational culture can shape collective mindsets and behaviors, becoming an internal control system that encourages compliance and ethical decision-making. The results of research at the Kendari Class IIA Prison showed that organizational culture with indicators such as innovation, risk taking, orientation towards results, individuals, and teams, and stability were perceived well and had a significant effect on employee performance, especially in drug eradication activities. This is in line with the findings of Mulyo and Kusmiyanti (2022) at Purwodadi Prison which showed that organizational culture influenced performance by 60.9%, as well as research by Gunawan and Syarifuddin (2024) at Lhokseumawe Prison which stated that the contribution of organizational culture to performance reached 59.75%. Putra (2023) also emphasized the importance of a work culture based on innovation and team collaboration in improving the effectiveness of prison staff tasks. Therefore, fostering a strong and sustainable organizational culture is a key strategy in improving employee performance and creating a work environment free from illegal practices in prisons.

### ***The Direct Influence Of Work Behavior On Officer Performance At Kendari Class IIA Prison***

The work behavior of Correctional Institution (Lapas) employees plays an important role in the success of efforts to combat drug trafficking in prisons. Behavior that reflects integrity,



discipline, responsibility, and concern for tasks will create a clean and service-oriented work environment. According to Mangkunegara (2011), work behavior reflects the attitudes, motivations, and values adopted by employees in carrying out their duties. The results of research at Class IIA Kendari Prison showed that indicators of social relations, vocational skills, work motivation, and initiative-confidence were perceived positively and had a direct effect on employee performance in drug prevention efforts. This finding is reinforced by research by the Head of the Class IIB Bener Meriah Prison Prison Service Sub-Division and Syarifuddin (2023), which showed that work motivation increases employee responsibility in supervision. Nurazis, Rismansyah, and Hendri (2023) also found that interpersonal skills and technical expertise contributed significantly to the effectiveness of employee performance at the Banyuasin Narcotics Prison. In addition, Hendriyanto, Budiarto, and Chamariyah (2023) emphasized the importance of competence and work discipline in improving performance, while Apriani and Wibowo (2023) highlighted that although the influence of work motivation is relatively weak, there is still a positive correlation with performance which indicates the need to strengthen the initiative and self-confidence aspects. Overall, positive work behavior has been shown to be an important foundation in the correctional reform strategy, so it needs to be supported through ongoing training, coaching, and reward systems.

#### ***The Role Of Organizational Culture In Mediating The Influence Of Leadership On The Performance Of Class IIA Kendari Prison Employees***

Effective leadership styles, such as instructive, consultative, participative, and delegative, have been shown to contribute to forming a positive organizational culture, which in turn can improve the performance of prison employees, especially in facing the challenges of drug abuse and trafficking. Organizational culture as measured by indicators of innovation and risk taking, attention to detail, individual orientation, result orientation, team orientation, aggressive attitude, and stability acts as a significant mediating variable in the relationship between leadership and performance of Class IIA Kendari Prison employees, with an indirect effect of 28.7% ( $p = 0.024$ ). Although it is a partial mediation, the presence of organizational culture remains important because its total effect is greater than its direct effect. This shows that good leadership can strengthen employee commitment and foster trust and responsibility in carrying out drug eradication tasks (Bener Meriah & Syarifuddin, 2023; Nurazis, Rismansyah, & Hendri, 2023; Hendriyanto, Budiarto, & Chamariyah, 2023; Apriani & Wibowo, 2023). Overall, this study strengthens the findings that a conducive organizational culture and positive work behavior are key to improving the performance of prison employees, so development through training, coaching, and reward systems is essential in supporting correctional reform.

#### ***The Role Of Work Behavior In Mediating The Influence Of Leadership On The Performance Of Class IIA Kendari Prison Employees***

Effective leadership in Correctional Institutions (Lapas), especially those that are instructive, consultative, participatory, and delegative, play an important role in shaping positive employee work behavior and ultimately improving performance, especially in facing the challenges of drug trafficking and abuse. The results of the study showed that work behavior mediated the influence of leadership on the performance of Class IIA Kendari Prison employees with an indirect contribution of 26.4% ( $p = 0.001$ ), although the influence was partial mediation, its existence was still significant because the total effect was greater than the direct influence. Work behavior includes social aspects, expertise, motivation, initiative, and self-confidence that



support the achievement of organizational goals. Robbins and Judge (2017) and Luthans (2011) stated that high motivation and self-confidence drive optimal performance. Other studies also support this, such as research by Prihanggoro and Kusmiyanti (2022) and Asyarifah and Kusmiyanti (2021), which showed that a transformational leadership style can improve the discipline and work motivation of prison employees. Gufran and Subroto (2022) also emphasized that leadership influences work motivation, which is important in drug eradication. Kammerhoff, Lauenstein, and Schütz (2019) in Germany added that good leadership increases effectiveness and job satisfaction, while Monyane and Ramathebane (2021) in Lesotho and Piek (2008) in South Africa emphasized the importance of leadership in creating a fair and supportive work environment to encourage productive work behavior. Thus, the more effective the leadership, the more positive the employee's work behavior will be and have an impact on improving performance in efforts to combat drug abuse and trafficking at the Kendari Class IIA Prison.

## Conclusion

Based on the results of the analysis and discussion conducted in order to answer the formulation of the problem or research questions, it is concluded as follows: Leadership has a positive and significant effect on the performance of Class IIA Kendari correctional institution employees. This means that the better the leadership reflected through instructive, consultative, participative, and delegative indicators will improve the performance of Class IIA Kendari correctional institution employees through indicators of quantity, quality, time, service orientation, integrity, and cooperation. Leadership has a positive and significant effect on the organizational culture of Class IIA Kendari correctional institution employees. This means that the better the leadership reflected through instructive, consultative, participative, and delegative indicators will improve the organizational culture in Class IIA Kendari correctional institutions through indicators of Risk Taking, Attention to detail, orientation to individuals, orientation to results, orientation to teams, aggressive attitudes and stability. Leadership has a positive and significant effect on work behavior. This means that the better the leadership reflected through the instructive, consultative, participative, and delegative indicators, the better the work behavior in the Class IIA Kendari Penitentiary through the indicators of social relations, vocational-expertise, work motivation, and initiative-confidence. Organizational culture has a positive and significant effect on the performance of Class IIA Kendari Penitentiary employees. This means that the better the organizational culture reflected through the indicators of Risk Taking, Attention to detail, orientation to the individual, orientation to results, orientation to the team, aggressive attitude and stability, the better the performance of Class IIA Kendari Penitentiary employees through the indicators of quantity, quality, time, service orientation, integrity, and cooperation. Work behavior has a positive and significant effect on the performance of Class IIA Kendari Penitentiary employees. This means that the better the work behavior of employees reflected through the indicators of social relations, vocational-expertise, work motivation, and initiative-confidence, the better the performance of Class IIA Kendari Penitentiary employees through the indicators of quantity, quality, time, service orientation, integrity, and cooperation. Organizational culture plays a role in mediating the influence of leadership on the performance of Class IIA Kendari Prison employees. This means that the organizational culture variable that mediates the influence of leadership on the performance of Class IIA Kendari Prison employees is quite important even though the mediation is partial. Work behavior plays a role in mediating the influence of leadership on the performance of Class IIA Kendari Prison employees. This





means that the work behavior of Prison employees has a fairly important role in mediating the influence of leadership on the performance of Class IIA Kendari Prison employees even though it is through partial mediation.

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