

# Work Motivation of Prison Officer Post Organizational Change

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**Abstract**—This research is to investigate work motivation of prison officer at female prison Class IIA Jakarta post organizational change. This research uses a qualitative method with a case study approach; using purposive and snowball sampling. The informants are prison officers in Jakarta. This research found there were changes in employee work motivation post organizational change. This organizational change has positive and negative impact, but based on field findings, there are several dimensions that need to be corrected related to maintaining employee motivation, including support for work facilities and a conducive work environment to ensure the best government services.

**Keywords**—work motivation; organizational change

## I. INTRODUCTION

Prison officers is a unique job and different from government employee in general. The difference can be seen from users of prison officer's services, in this case is prisoners. Maintaining work motivation of prison officers is important task for Directorate General of Corrections (Ditjenpas) to serve and carry out responsibility to fostering prisoners in prison. Refer to Msc. Marinela Pane, the prison staff is a key factor in the progress of the institution which means that their behavior directly affects the services it provides [1]. This statement said that the prison officers is a main key to ensure the progress of institution which serve direct behavior to prisoners.

Refer to data released by Ditjen Pas, there is a significant increase of prisoners over past 5 years (2014-2018). The increasing is greater than 10% every single year and it has an impact for prison overcapacity in Indonesia. There are more than 80 % prison are overcapacity [2].



Fig. 1. Total prisoners in Indonesia (2014-2018) [2].

As the increase continues, one of the things that the Ditjenpas doing is maximizing the functions and tasks that have been existed in the prison. In connection with these changes, the Ditjenpas as formed two separate organizations despite the condition of one building side by side. As main actors of implementing organizational changes, prison officer certainly spearhead the success of change. One of the problems that arises is how to maintain the motivation of prison officer post organizational changes.

Many researches analyze motivation with quantitative perspective with several variable such motivation, commitment organizational etc. Novelty of this research was investigated the motivation of prison officer post organizational changes and found several action plans to be follow up by Ditjenpas.

Motivation in government and non-governmental organizations plays an important role needed. Maslow Hierarchy of Needs Motivational Theory is used to understand human motivation, management training, and personal development [3]. Rajput stated that motivation from Latin word "Movere" this word it's mean move. Thus, motivation

can be defined as the need for people to display performance and readiness to implement efforts [4]. Frederick Herzberg Motivational Theory is a management theory and motivation which assume to enrich work, employees must be motivated. This assumes that employee satisfaction or dissatisfaction in the workplace can result from a variety of factors, namely: achievement; recognition; work alone; responsible; progress; self-development; supervision; relationship with supervisor; company policy and management practices; working conditions; salary; relationship with peers; personal life; status; and security [5]. Vuori and Okkonen stated that motivation helps to share knowledge through an intra-organizational social media platform which can help the organization to reach its goals and objectives [6].

Brown said Organizational change seeks to improve organizational efficiency with the aim of increasing productivity through passionate employees who are able to develop creativity, performance, and innovation beyond the traditional level [7]. Kotter's model defines 8 (eight) major change steps: (1) creates a sense of urgency, (2) creates guiding coalitions, (3) develops vision and strategy of change, (4) communicates vision of change, (5) empowers broad-based actions, (6) produce short-term wins, (7) consolidate profits and apply more changes, and (8) change anchors in culture [8]. In 2014, Manzoor conducted a study titled "Impact of Employees motivation on organization effectiveness" which was aimed to identify key effects of a motivated employee on the organization. He found out that there is a positive relationship between employee motivation and organizational effectiveness. However, he concluded that organizations should endeavor to recognizes, empower and allow employees participation in decision making and implementation process in the organization [9]. Changing organizational structures that have negative implications on employees' wellbeing for example conditions that increase anxiety, work-life and family conflict, and workers perceived loss of control [10].

## II. METHOD

### A. Research Background

This research was carried out in the female prison in Jakarta. The research took place from April 2017 to March 2018. The Prison was the object of the research because it became a pioneer for changing the function of the Rutan into a prison and experiencing organizational changes due to organization needs.

### B. Methodology

This research is a qualitative research with a case study research approach, which is trying to learn a phenomenon of a case in the real context in female prison class IIA Jakarta after organizational change. The method and procedure of this study is a case study research design by Yin, with the following stages: (1) study questions (research questions); (2) research theorem or theoretical framework (proportion of studies); (3) identification of the analysis unit; (4) logical connection of data with theorem or theoretical (logical relationship); (5) criteria for interpreting findings [2]. The number of informant in this research were 12 officers in the female prison Jakarta. Data

was collected using interview methods and in-depth observation; the research was held for 15 months. To test the validity of the research results, triangulation was carried out with inmates, the personnel department, prison officer who were not informants and the Director General of Corrections.

The following is a research process map that conducted by researcher:

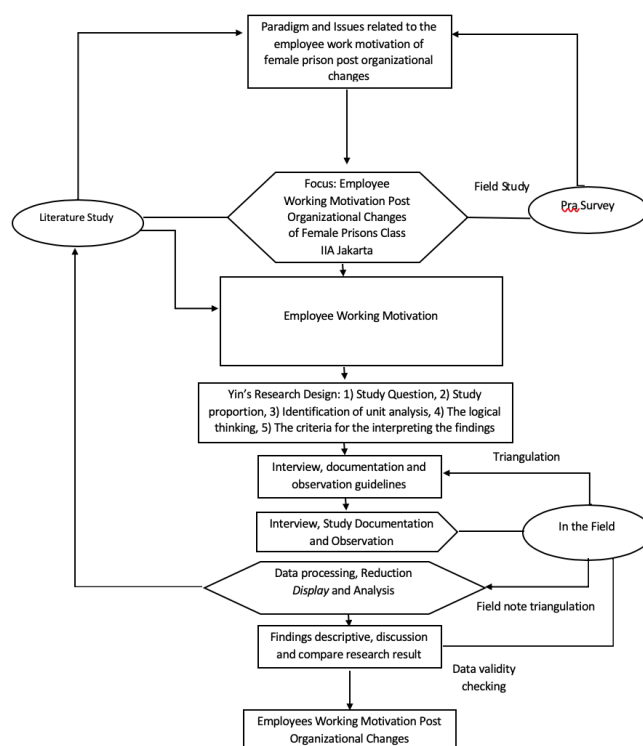


Fig. 2. Research process map.

## III. RESULTS AND DISCUSSION

Motivation is one of the most important concepts of psychology and vital for the managers who direct subordinates for obtaining worthwhile goals [11]. Based on the findings of this research, there is changes work motivation of prison officer work post organizational changes. The following are the results of the research along with the description of the researchers' study which is divided into 2 (two) situations, namely work motivation before organizational change and work motivation post organizational change.

### A. Work Motivation before Organizational Change

The work motivation of prison officer before organizational change is good. This is due to the long duration of work, long-standing work relationships and creating ties like family and a conducive working atmosphere. However, with the existing situation, it creates saturation and vulnerability to the decline of motivation due to the lack of rotation and placement problems that are not yet in accordance with the passion of prison officers. In line with Hamiu's research stating that the working environment in prisons has an impact on employee

performance, namely by supporting facilities in carrying out coaching in prisons [12].

Some facts found in the field show that most officers feel comfortable working with old organizations i.e. Rutan. Relationships between coworkers have been well developed so that a sense of ownership and responsibility arises over work. More responsibility is shown by a loyal attitude towards work such as: sacrificing with personal money to fulfill work in clinics with limited facilities, willing to sacrifice time apart from normal work schedule i.e. Saturday and Sunday still must work based on shift schedules.

This fact shall be concern for Ditjenpas to follow up the existing conditions with financial rewards to maintain the motivation. This is aligned with Panagiotakopoulos concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee performance [13]. It is possible to be alternative solution to stimulate the work performance of prison officers.

#### B. Work Motivation Post Organizational Changes

Previously prison officer was *Rutan* employees whose main task was to guard detainees who were awaiting the court decision process and being in a court process, so when in prison, employees changed their responsibilities focusing on fostering prisoners. This coaching requires a higher work motivation, because not all employees have a passion for fostering. Fostering inmates is not as easy as fostering normal people in general, but it requires patience, perseverance, loyalty and a spirit of protection to give way to prisoners to be accepted by the community after finishing their sentence in prison.

Various conditions emerged after organizational change, some made this change a good motivator to feel changes in terms of variations in work, opportunities for promotion and new experiences in working in prison. Employees tend to prefer a job that gives them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they performed [14]. Because of differential levels in degrees of motivation and individual needs fulfillment, employees perceive some jobs as dull, repetitive, or boring and yet others are seen as satisfying, rewarding and carry high status with them [15].

The work motivation of prison officer needs to prioritize the spirit of protection to provide the best service and prepare prisoners when they are finished serving their sentence. In line with this research has been carried out by studies of nurses' job motivation shows that service quality and nurse retention chain are main sources of motivation [16]. In addition, the writers identified two main sources of job demotivation as staff shortages and poor management. Savery in the studies of job factors (under direct control of management) on employee job motivation in a major local government headquarters in Australia found conflict whether internal or external as significant factors leading to reduced job motivation. Savery, recommends a management by objective schemes as a strategy to overcome the problem identified [17].

## IV. CONCLUSION

The conclusions of this research are founded several actions plan as follows:

Ditjenpas needs to make routine activities in maintaining employee work motivation, especially for employees who experience organizational changes. To support this activity, some of facilities in the prison needs to review to ensure all works safely and comfort situation.

Prison officers need to be equipped with the ability to accept organizational change to ensure the change process can run well and the objectives of the organization can be fulfilled. This provision can be through education and training delivered for work motivation material in accordance with the rapid development of times and demands for organizations to change and adjust to market needs.

The role of the warden maintaining the enthusiasm and motivation of working officers is very important. Although the loyalty shown by employees was good enough, it needs to be maintained. This role can be done through maintaining positive communication and good teamwork and information disclosure to employees.

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