

The Effect of Organizational Culture and Motivation on the Performance of Employees at the Correctional Institution Class Iia Jember

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Abstract

This study aims to analyze the influence of organizational culture and motivation on employee performance at Lembaga Pemasyarakatan Kelas IIA Jember. Using a quantitative associative approach, data were collected from 82 employees through a census method and analyzed using multiple linear regression. The results show that, partially, organizational culture does not have a significant effect on employee performance, while motivation has a very significant and positive effect. Simultaneously, organizational culture and motivation together have a significant effect and are able to explain 55.8% of the variation in employee performance. These findings indicate that motivation is the most dominant factor influencing employee performance, while organizational culture, although theoretically important, does not have a direct statistical impact in this context. The implication is that efforts to improve employee performance should focus on increasing motivation, without neglecting the development of a positive organizational culture.

Keywords: organizational culture, motivation, employee performance, correctional institution, quantitative research

1. Introduction

Global environmental changes and rapid technological advances have had a significant impact on organizational dynamics, both in the private and public sectors. Organizations are required to be able to adapt to these changes in order to survive and thrive in the face of increasingly fierce competition. One important aspect that is a major concern in efforts to improve organizational competitiveness is employee performance. Optimal employee performance is the key to an organization's success in achieving its vision, mission, and established goals (Robbins & Judge, 2009).

In the context of public organizations, particularly the Class IIA Correctional Institution in Jember, the challenges in improving employee performance are increasingly complex. Employees in correctional institutions face high workloads, demands for professionalism, and the need to provide humane and integrity-based services to inmates. However, based on internal data and observations, various issues related to employee performance are still identified, such as low initiative, lack of compliance with procedures, and fluctuating work motivation. This phenomenon indicates that efforts to improve employee performance cannot rely solely on technical or administrative aspects but must also consider psychological and cultural factors developing within the workplace.

One of the main factors that influence employee performance is organizational culture. Organizational culture is a system of values, norms, and beliefs shared by all members of an organization and serves as a guideline for behavior and decision-making (Suwarto, 2019). A strong and positive organizational culture can create a conducive work environment, increase a sense of belonging, and encourage employees to work more effectively and efficiently (Prasetya, 2018). Conversely, a weak or negative organizational culture can hinder the achievement of organizational goals, reduce work enthusiasm, and trigger internal conflicts.

In addition to organizational culture, motivation is also a crucial factor that plays a role in determining employee performance. Motivation is an internal or external drive that moves a person to act and strive to achieve certain goals (Hasibuan, 2020). Employees with high motivation tend to show commitment, initiative, and perseverance in completing their tasks (Mangkunegara, 2019). Research conducted by Arisanti, Santoso, & Wahyuni (2019) shows that work motivation has a

significant influence on improving employee performance. High motivation not only encourages employees to work harder but also increases job satisfaction and loyalty to the organization.

Previous studies have demonstrated a positive relationship between organizational culture and motivation and employee performance (Algopeng, 2013; Nurindah & Jojok, 2022). However, in the context of correctional institutions, research on the influence of these two variables on employee performance remains relatively limited. Moreover, the work environment in correctional institutions has unique characteristics, such as high stress levels, intensive interaction with inmates, and the need to maintain security and order. Therefore, this research is important to fill this gap and provide a deeper understanding of how organizational culture and motivation can be optimized to improve employee performance at the Class IIA Correctional Institution in Jember. This study aims to analyze the influence of organizational culture and motivation on employee performance at the Class IIA Correctional Institution in Jember. The results of this study are expected to contribute theoretically to the development of human resource management science and provide practical recommendations for institutional leaders in formulating effective policies to improve employee performance. As a result, correctional institutions can provide better, more professional, and more integrity-driven services to the community.

2. Methods

Research Design, Location, and Data Sources

This study uses a quantitative approach with an associative research type, which aims to examine the relationship and influence between independent variables, namely organizational culture and motivation, on dependent variables, namely employee performance. The associative approach was chosen because it allows researchers to test hypotheses empirically and obtain results that can be generalized to the population being studied (Sugiyono, 2015). This study was conducted at the Class IIA Jember Correctional Institution, located at Jalan PB Sudirman No. 13, Pagah, Jember Lor, Patrang District, Jember Regency, East Java 68155. The research was conducted in June 2025. The population in this study consisted of all 82 employees of the Class IIA Jember Correctional Institution. Since the population size was less than 100, the sampling technique used was census (total sampling), meaning that the entire population was included as the research sample (Arikunto, 2012). Thus, all active employees at the time of the study became research respondents. The types of data used in this study consist of primary and secondary data. Primary data was obtained directly from respondents through the distribution of questionnaires, while secondary data was obtained from documents, reports, books, journals, and other relevant sources related to the study.

Data Collection Techniques

Data collection in this study was carried out using several techniques to ensure that the data obtained was comprehensive and in-depth. The main techniques used were questionnaires, observation, and documentation. The main research instrument was a closed questionnaire designed based on indicators from each research variable. This questionnaire uses a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree), allowing respondents to provide objective assessments of each statement presented. The questionnaire consists of three main sections, as presented in Table 1.

No	Variable	Employee Perception	Source	Scale
1		I feel that the management of Class IIA Correctional Institution Jember prioritizes the mission of the institution		
2	Organizational Culture (X1)	I tend to prioritize teamwork or involvement of all parties in my work	Denison dalam Sukoco & Dewi, 2020	Likert 1 - 5
3	. ,	I must be able to adapt to my work environment at Class IIA Correctional Institution Jember		
4		I am required to maintain consistency in my work		

No	Variable	Employee Perception	Source	Scale
5		I always instill the need for achievement in my work		
6	Motivation (X2)	I always feel the need for power in my work at this institution	McClelland dalam Lik Wijendro, 2023 1	
7		I need good relationships with others or the need for affiliation in my work	wijenuro, 2023	1 - 5
8		I always work beyond the target quantity set		
9		I strive to complete tasks on time	Mangkunegara, 2019;	
10	Employee Performance (Y)	I always perform work with good quality	Robbins & Judge,	Likert 1 - 5
11		I am always present at work	2009	
12		I always work independently and in		
12		teams		

Table 1. Main Questionnaire

In addition to questionnaires, observation techniques were also used to obtain a realistic picture of the work situation at the Class IIA Jember Correctional Institution. Through observation, researchers were able to directly observe interactions between employees, communication patterns, and the implementation of organizational culture in daily activities. These observations provided additional qualitative data that reinforced the results of the questionnaire analysis. Documentation techniques were used to supplement the secondary data required for the research. Data collected through documentation included organizational structure, personnel data, annual performance reports, and other relevant documents. This documentation is important to provide context and validation for the primary data obtained from questionnaires and observations. By combining these three data collection techniques, this study is expected to produce valid, reliable data that can provide a complete picture of the influence of organizational culture and motivation on employee performance at the Class IIA Jember Correctional Institution.

Validity and Reliability Testing of Instruments

Before being used in the main data collection, the questionnaire instruments developed in this study were first tested for validity and reliability. Validity testing was conducted using Pearson Product Moment correlation, where each statement item was deemed valid if the calculated r value was greater than the table r value and the significance value was less than 0.05. Meanwhile, the reliability test was conducted using Cronbach's Alpha method. The instrument was considered reliable if the alpha value was greater than 0.60 (Ghozali, 2016). Thus, only valid items and reliable instruments were used in this study to ensure the accuracy and consistency of the data obtained.

Data Analysis Techniques

a. Descriptive Statistical Analysis

Descriptive statistical analysis was used to describe the characteristics of respondents and the distribution of responses for each research variable. This analysis aimed to provide an overview of the data obtained from the questionnaire results, such as averages, percentages, and frequency distributions.

b. Classical Assumption Test

Before performing regression analysis, a series of classical assumption tests are conducted to ensure that the data meets the requirements for advanced statistical analysis. The classical assumption tests performed include:

- a. Normality Test: To ensure that the residual data is normally distributed.
- b. Multicollinearity Test: To ensure that there is no high correlation between independent variables.
- c. Heteroscedasticity Test: To ensure that the residual variance is the same for each predictor value.
- d. Linearity Test: To ensure that the relationship between the independent and dependent variables is linear.

c. Multiple Linear Regression Analysis

Multiple linear regression analysis is used to test the influence of organizational culture and motivation on employee performance. The regression model used in this study is :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + e$$

where:

Y = Employee Performance X_1 = Organizational Culture

 X_2 = Motivation β_0 = Constant

 β_1 , β_2 = Regression Coefficients

e = Error

Research Hypothesis

A hypothesis is a tentative statement proposed to explain the relationship between two or more variables, and its validity still needs to be proven through empirical research. According to Sugiyono (2015), a hypothesis is a tentative answer to a research question, where the answer is still speculative because its validity still needs to be proven through data collected in the field. In quantitative research, hypotheses are typically distinguished into null hypotheses (H0), which state that there is no effect, and alternative hypotheses (Ha), which state that there is an effect between the variables being studied (Ghozali, 2016). In the context of this study, a hypothesis is proposed to empirically test whether there is an influence between organizational culture and motivation on employee performance at the Class IIA Jember Correctional Institution. Robbins & Judge (2009) state that organizational culture and motivation are two important factors that can influence individual behavior and performance in an organization. The hypothesis in this study is presented in a conceptual framework as shown in Figure 1.

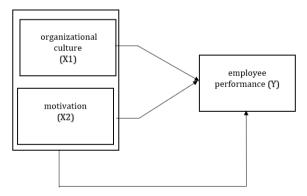


Figure 1. Conceptual Framework

Based on the conceptual framework, the hypotheses proposed in this study are as follows:

- a H0₁: Organizational culture does not have a positive effect on employee performance.
- b Ha₁: Organizational culture has a positive effect on employee performance.
- c $H0_2$: Work motivation does not have a positive effect on employee performance.
- d Ha₂: Work motivation has a positive effect on employee performance.
- e $\rm H0_3$: Organizational culture and motivation simultaneously do not have a positive effect on employee performance.
- f Ha₃: Organizational culture and motivation simultaneously have a positive effect on employee performance.

The testing of these hypotheses is expected to provide empirical evidence regarding the importance of organizational culture and motivation in improving employee performance, as emphasized by Robbins & Judge (2009) that "employee performance is the result of interactions between various individual and organizational factors, including organizational culture and work motivation."

3. Results and Discussion

Respondent Demographics

The characteristics of the respondents in this study include three main aspects, namely age, gender, and education level. The majority of respondents are under 30 years of age, predominantly male, and most have a high school education or equivalent. These characteristics indicate that employees at the Class IIA Jember Correctional Institution are generally still of productive age, predominantly male, and have a secondary education background. A summary of respondent characteristics can be seen in Table 2.

Category	Sub-Category	Number of Respondents	Percentage (%)
Age	< 30 years	35	42.68
	31 – 40 years	25	30.49
	41 – 50 years	14	17.07
	> 50 years	8	9.76
Gender	Male	73	89.02
	Female	9	10.98
Education	High School	54	65.85
	Bachelor (S-1)	22	26.83
	Master (S-2)	6	7.32
Total		82	100.00

Table 2. Summary of respondent characteristics

Source: Primary Data 2025

Based on Table 2, the majority of respondents were under 30 years old (42.68%), indicating that most employees are young and in their productive years. Meanwhile, the gender distribution is dominated by males (89.02%), indicating that males play a more dominant role in the operational activities of the institution. Furthermore, the educational background of the majority is high school/equivalent (65.85%), followed by bachelor's degree (26.83%) and master's degree (7.32%), indicating that the majority of employees have a secondary education.

Data Quality Test

All questionnaire items for the variables of organizational culture, motivation, and employee performance were declared valid with Pearson Correlation values greater than r table (0.215) and significance < 0.05. The reliability test also showed Cronbach's Alpha values above 0.60 for all variables, indicating that the instruments used were reliable and suitable for further analysis (Ghozali, 2016). This can be seen in Table 3.

Variable	Item	Pearson	Tabl	Sig.	Significanc	Descriptio	Cronbach'
	Cod	Correlatio	e r	(2-	e Level	n	s Alpha
	e	n (r		tailed			
		hitung))			
Organizationa	X1.1	0,822	0,215	0,000	0,05		0,856
l Culture							
	X1.2	0,848	0,215	0,000	0,05		0,858
	X1.3	0,677	0,215	0,000	0,05		0,864
	X1.4	0,725	0,215	0,000	0,05		0,861
Motivation	X2.1	0,827	0,215	0,000	0,05		0,857
	X2.2	0,759	0,215	0,000	0,05	Valid and	0,864
	X2.3	0,773	0,215	0,000	0,05	Reliable	0,859
Employee	Y1.1	0,852	0,215	0,000	0,05		0,856
Performance							
	Y1.2	0,865	0,215	0,000	0,05		0,858
	Y1.3	0,857	0,215	0,000	0,05		0,857
	Y1.4	0,714	0,215	0,000	0,05		0,856
	Y1.5	0,641	0,215	0,046	0,05		0,855

Table 3. Data quality test

Source: Primary data processed, 2025

Classical Assumption Test

The classical assumption test was conducted to ensure that the regression model used in this study was valid and could produce valid estimates. Three main tests were conducted: normality, multicollinearity, and heteroscedasticity. The normality test aimed to ensure that the residual data was normally distributed. The test was conducted using the Kolmogorov-Smirnov method. The test results show an Asymp. Sig. (2-tailed) value of 0.200 (> 0.05), so it can be concluded that the residual data is normally distributed and the normality assumption is met. Next, the multicollinearity test is performed to determine whether there is a very strong linear relationship between the independent variables. The indicators used were the Variance Inflation Factor (VIF) and Tolerance. The test results showed that all VIF values were < 10 and Tolerance values were > 0.10, indicating no multicollinearity issues in the regression model. The heteroscedasticity test was conducted using the Glejser test to ensure that the residual variance of the regression model was constant (homoscedasticity). The test results showed that the significance (Sig.) of all independent variables was > 0.05, so no heteroscedasticity issues were found. A summary of the classical assumption tests on the research data can be seen in Table 4.

Test	Indicator/Variable	Result Value	Criteria Limit	Description
Normality	Asymp. Sig. (2- tailed)	0,200	> 0,05	Normal
	Test Statistic	0,056		
	N	82		
	Mean	0,0000000		
	Std. Deviation	2,09546733		
Multicollinearity	X1_Total	Tolerance: 0,498 VIF: 2,008	Tol > 0,10 VIF < 10	No multicollinearity
	X2_Total	Tolerance: 0,736 VIF: 1,359	Tol > 0,10 VIF < 10	No multicollinearity
Heteroscedasticity	(Constant)	0,297	> 0,05	Homoscedasticity is satisfied
	X1_Total	0,293	> 0,05	Homoscedasticity is satisfied
	X2_Total	0,483	> 0,05	Homoscedasticity is satisfied

Table 4. Classical assumption tests Source: Primary data processed 2025

Based on the results of normality, multicollinearity, and heteroscedasticity tests, it can be concluded that the regression model in this study has met all the necessary classical assumptions. Thus, the regression model used is valid and suitable for further analysis.

Multiple Linear Regression

Multiple linear regression equations are used to analyze the relationship between one dependent variable and several independent variables. In this study, the regression equation aims to test the influence of organizational culture, human resource quality, motivation, and discipline on employee performance at the Class IIA Jember Correctional Institution. Through this technique, the contribution of each independent variable in explaining employee performance variation can be determined, as well as measuring the strength and direction of the relationship between variables. Based on the regression analysis results, the following equation was obtained:

$$Y_{total} = -3,309 + 0,267X1_{total} + 0,772X2_{total}$$

where:

Y_{total}: Employee Performance
X1_{total}: Organizational Culture

• $X2_{total}$: Motivation

Each coefficient in the above equation shows the magnitude of change in employee performance if the related independent variable increases by one unit, assuming that other variables remain constant. Thus, this equation provides a quantitative description of the factors that most influence employee performance.

Hypothesis Testing

Hypothesis testing in this study was conducted using multiple linear regression analysis to determine the effect of organizational culture, human resource quality, motivation, and discipline on employee performance. The testing was conducted through partial testing (t-test), simultaneous testing (F-test), and analysis of the coefficient of determination (R^2). The t-test was used to determine the influence of each independent variable on employee performance. The results of the t-test showed that the variables of human resource quality, motivation, and discipline had a significant influence on employee performance (p-value < 0.05), while organizational culture did not have a significant influence (p-value > 0.05). These results can be seen in Table 5.

Variable	t-value	Sig. (p-value)	Description
(Constant)	-1.137	0.259	-
Organizational Culture (X1)	1.781	0.079	Not significant
Motivation (X2)	4.253	0.000	significant

Table 5. Results of the t-test

Source: Primary data processed 2025

Of all independent variables on employee performance. The F test results showed that the regression model was simultaneously significant (calculated F = 24.305 > table F = 2.49; p-value = 0.000 < 0.05). These results can be seen in Table 6.

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	449.074	4	112.269	24.305	0.000
Residual	355.670	77	4.619		
Total	804.744	81			

Table 6. F Test Results

Source: Primary data processed 2025

To determine the extent to which independent variables can explain the variation in dependent variables, a coefficient of determination test was conducted. An R^2 value of 0.558 indicates that 55.8% of the variation in employee performance can be explained by organizational culture, human resource quality, motivation, and discipline. These results can be seen in Table 7.

Model	Model R R		Adjusted R	Std. Error of the	Durbin-
	Square		Square	Estimate	Watson
1	0.747	0.558	0.535	2.149	1.684

Table 7. Coefficient of Determination Test Results

Source: Primary data processed 2025

The Influence of Organizational Culture on Employee Performance

The results of this study indicate that organizational culture does not have a statistically significant effect on employee performance (p = 0.079 > 0.05). This finding differs from most previous studies, which generally found a positive influence of organizational culture on performance (Prasetya, 2018; Mustafa, 2022). Robbins & Judge (2009) state that organizational culture is a pattern of shared basic assumptions internalized by members of an organization and serves as a guide for behavior and decision-making. A strong organizational culture is believed to enhance both individual and collective performance within an organization (Robbins & Judge, 2009). However, in the context of the Class IIA Jember Correctional Institution, the influence of organizational culture on employee performance was not found to be significant. This can be explained by the highly bureaucratic and standardized nature of the institution, meaning that employee performance is more influenced by other more concrete factors such as motivation, discipline, and human resource quality. Ery (2018) also found that while organizational culture simultaneously has a significant influence, its partial influence is not significant, suggesting latent complexity in the relationship between these variables.

The Effect of Motivation on Employee Performance

Motivation has been proven to have a very significant and positive effect on employee performance (p = 0.000 < 0.05; regression coefficient = 0.772). This finding aligns with previous theories and research emphasizing that motivation is a key factor in driving individual performance (Mustafa, 2022; Nurindah Dwi Antika & Jojok Dwiridotjahjono, 2022). Robbins & Judge (2009) define motivation as the process that determines the intensity, direction, and persistence of an individual's efforts in achieving goals. Employees with high motivation tend to be more enthusiastic, proactive, and responsible in performing their tasks, thereby directly impacting the improvement in the quality and quantity of performance. Previous studies also support this finding. Mustafa (2022) found that motivation significantly influences employee performance both partially and simultaneously. Research by Muh Ilham Alimuddin and Megahwati Artiyani (2022), as well as Surya Nugraha (2021), also shows that motivation is an essential factor in determining employee performance.

The Simultaneous Effect of Organizational Culture and Motivation on Employee Performance

Simultaneously, organizational culture and motivation together have a significant effect on employee performance (F count = 24.305; p = 0.000). The resulting regression model explains 55.8% of the variation in employee performance, indicating that these two variables collectively are important factors in determining employee performance, although organizational culture is not significant in isolation. This suggests that, in the context of the Class IIA Jember Correctional Institution, motivation is the dominant factor, while organizational culture remains important as the foundation for a conducive work environment. These findings align with the views of Robbins & Judge (2009), who state that employee performance is the result of interactions between various factors, both individual and organizational. Therefore, efforts to improve employee performance must be conducted in an integrated manner, focusing on strengthening motivation and developing a positive organizational culture.

4. Conclusion

Based on the results of data analysis and discussion, several important conclusions can be drawn regarding the influence of organizational culture and motivation on employee performance at the Class IIA Correctional Institution in Jember: 1) Organizational culture does not have a significant influence on employee performance. Although organizational culture is theoretically an important foundation in an organization, in this study, the variations in organizational culture observed did not statistically influence employee performance directly. 2) Motivation partially has a very significant and positive influence on employee performance. Motivation has proven to be the most dominant predictor, indicating that internal and external incentives that drive employee work enthusiasm are the most critical factors in determining the quality and quantity of their work outcomes. 3) Simultaneously, organizational culture, human resource quality, motivation, and discipline have a significant influence on employee performance. Although organizational culture is not significant individually, the combination of these four variables can explain approximately 55.8% of the total variation in employee performance, confirming that performance is the result of complex interactions between these various factors.

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