

THE IMPACT OF ORGANIZATIONAL CULTURE, HUMAN RESOURCE QUALITY, MOTIVATION, AND DISCIPLINE ON EMPLOYEE PERFORMANCE IN CLASS IIA CORRECTIONAL INSTITUTION BOJONEGORO, EAST JAVA, INDONESIA

Arizka Wahyu Pratama¹⁾, Kuswandi²⁾, Sri Rahayu³⁾

^{1,2,3}Sekolah Tinggi Ilmu Ekonomi Mahardhika

E-mail: rafandaw@yahoo.com

Abstract

The objective of this study is to analyze the impact of organizational culture, human resource quality, motivation, and discipline on employee performance. This quantitative research utilized a saturated sample of all 61 officers at the Class IIA Bojonegoro Correctional Institution. Data collected through Google Form questionnaires was analyzed using the SPSS 25.0 software. Findings revealed that organizational culture and motivation do not significantly affect employee performance, whereas human resource quality and discipline do. This study aims to bridge the gap by investigating the correlation between organizational culture, human resource quality, motivation, discipline, and employee performance in correctional facilities. It is anticipated that this research will enhance our understanding of the factors influencing employee performance in correctional institutions and contribute significantly to the advancement of knowledge in the field of human resource management.

Keywords: *Correctional Institutions, Discipline, Employee Performance, Human Resource, Motivation.*

1. INTRODUCTION

The importance of optimizing the function of apparatus in government cannot be underestimated, because this plays a very important role in realizing good governance. This involves various aspects such as institutions, human resources (HR) apparatus, management, accountability, supervision and public services. An effective government system is one that is able to achieve optimal goals, adapt to the environment, increase human resource capacity, and improve performance.

Organizational performance evaluation should not only focus on top management, but must also involve middle management and staff. Service quality will continue to decline if only top management excels. Therefore, improving the quality of the organization must be carried out comprehensively. Effective human resource management can achieve performance in accordance with organizational goals. Steps to improve employee performance include education, training, providing incentives, and awards for successful employees. However, employee performance is also influenced by company culture, quality of human resources, motivation and discipline.

Organizational culture is basically a value system that develops within an organization. Organizational culture encompasses the long-standing and ingrained habits that are consistently followed by all members of the organization, as defined by (Jatiningrum et al., 2023). A positive culture can improve employee performance. Isyandi (2004) states that organizational culture is the basic assumptions formed and developed by a group of people when adapting to external challenges and internal integration that has gone well. This culture is applied to new members as a way to understand, think, and feel related to the problem. At the Class IIA Bojonegoro Correctional Institution, there are still obstacles in the existing work culture. One of them is employees who often neglect to bring cellphones to sterile areas or blocks, this can trigger

gratification and damage the reputation of Correctional Institutions. This situation is still not in accordance with the vision and mission of the Class IIA Bojonegoro Correctional Institution, which emphasizes the importance of professionalism and high competence in realizing orderly correctional services.

The quality of human resources also plays an important role in employee performance. The quality of human resources does not only depend on skills or physical strength, but is also influenced by education, experience, attitudes and values. Employees who have good quality human resources have the potential to achieve good performance too. There is a positive relationship between HR quality and employee performance. The educational level of employees at Class IIA Bojonegoro Correctional Institutions is adequate, the majority of whom have high school and bachelor's degrees. However, the utilization of quality human resources is still not optimal because the allocation of employees is not in accordance with their education and a shortage of human resources has resulted in an accumulation of workload.

It is important to remember that motivation has an important role in improving employee performance. Motivation can come from within oneself or from external factors. Sulistiyani (2018) defines motivation as the act of offering support to employees in order to guide them towards meeting the established boundaries for reaching organizational objectives. At the Bojonegoro Class IIA Correctional Institution, motivation is quite good, especially with performance allowances and opportunities to get promotions.

Work discipline is very important to achieve organizational goals. Employee discipline demonstrates their understanding and willingness to adhere to organizational rules and societal standards. A high level of work discipline will support increased employee performance. Even though employee attendance at the Bojonegoro Class IIA Correctional Institution has been regulated using a finger print system, there are still disciplinary violations that have not been followed up with sanctions. Obstacles in carrying out work can arise due to poor discipline. Currently, there are employees who are undergoing disciplinary punishment, which has an impact on shifting positions and reducing the number of human resources. It is important for each individual to understand and apply discipline to achieve organizational stability.

From a theoretical perspective, employee performance can be influenced by organizational culture, quality of human resources, motivation and discipline. Therefore, researchers are interested in studying the impact of these factors on employee performance at Class IIA Bojonegoro Correctional Institutions.

2. RESEARCH METHOD

In order to elucidate the correlation between variables, the research at hand adopts an explanatory approach with a quantitative methodology, employing a questionnaire as the primary tool for data collection. The independent variables encompass organizational culture, human resource quality, motivation, and discipline, whereas the dependent variable focuses on employee performance.

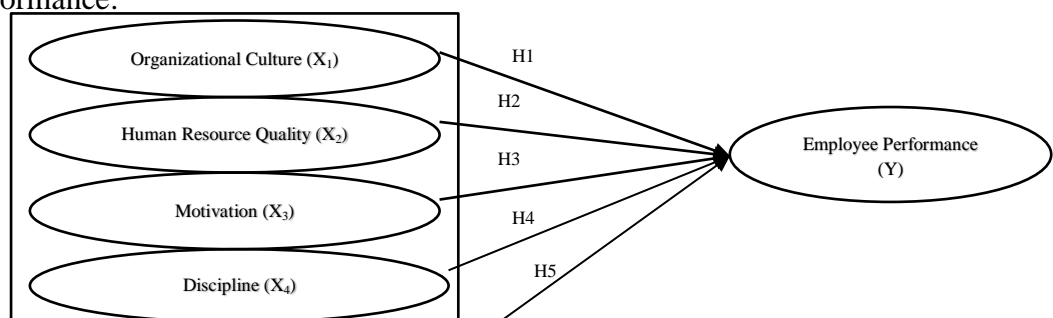


Figure 1 Conceptual Framework

In research carried out on samples that represent the population. Sample selection in this study was carried out using saturated sampling. Where the sample in this research is the population, namely all employees of the Class IIA Bojonegoro Correctional Institution, totaling 61 people.

To avoid differences in understanding of the variables used in this research, it is necessary to define boundaries or definitions for each variable as follows:

- **Organizational Culture (X1)**

Organizational culture refers to the set of values that act as guiding principles or role models for members of an organization as they fulfill their responsibilities and develop their identities within the organization. The indicators of organizational culture include: embracing innovation and taking calculated risks, paying close attention to details, focusing on achieving desired outcomes, prioritizing the well-being of individuals, fostering a collaborative team environment, demonstrating assertiveness, and maintaining stability by Robbins in (Wibowo, 2016).

- **Human Resources Quality (X2)**

Individual quality can be measured by their ability to develop themselves through education, training, organizational experience, projects, as well as their ability to adapt to changes in the work environment, so that the organization can meet their needs. The following are the indicators: Theoretical Ability, Technical Ability, Increased Conceptual Ability, Increased Morale, Increased Technical Skills by Robbins in (Siddik, 2015).

- **Motivation (X3)**

Motivation is essential for encouraging subordinates to work towards organizational goals effectively, as highlighted by (Afriзал et al., 2020). The indicators encompass Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-actualization Needs.

- **Discipline (X4)**

Discipline is an attitude of obeying the rules that have been set and being ready to accept the consequences if you violate them (Fahmi, 2017). The following are the indicators: Quality of Work Discipline, Quantity of Work, Required Compensation, Location of Work Place or Residence, Conservation.

- **Employee Performance (Y)**

Employee performance is the result of a combination of effort and opportunity which can be seen from their performance (Sulistiyan, 2018).

An instrument employed for evaluating organizational culture, human resource quality, motivation, discipline, and employee performance involves utilizing a Likert scale questionnaire. This approach entails rating attitude statements on a scale, with responses determining the corresponding values. The Likert scale comprises five options: strongly agree (5), agree (4), neutral (3), disagree (2), and strongly disagree (1). This research uses a multiple linear regression research model where data obtained from respondents who fill out a Google form is processed using the SPSS 25 program.

3. RESULTS AND DISCUSSION

3.1. Results

Respondent Characteristics

The following are the characteristics of the respondents, all employees of the Class IIA Bojonegoro Correctional Institution, totaling 61 people.

Table 1 Respondent Characteristics

Description	Frequency	Percentage
Age (year)		
< 30	18	29.5%
31 - 40	16	26.2%
41 - 50	12	19.7%
> 50	15	24.6%
Total	61	100.0%
Gender		
Male	52	85.2%
Female	9	14.8%
Total	61	100.0%
Education background		
Senior High School	36	59.01%
Diploma I/III	1	1.63%
Bachelor	22	36.06%
Master	2	3.3%
Total	61	100.0%

From table 1 above, it is known that the characteristics of the majority of respondents are 29.5% under 30 years old, 85.2% are male and 59.01% have a Senior High School degree.

Validity Test

Validity checks are conducted to verify the accuracy of all statements in the survey. The validity of this study is assessed through the utilization of the SPSS 25.0 software. The comparison will be made between the r-count and r-table values. With a sample size of 61 individuals and degrees of freedom (df) = $n-2 = 59$, and a significance level of α (alpha) = 0.05 or 5%, the r-table value is determined to be 0.2126. If the calculated r-value exceeds the r-table value, then the indicator is deemed valid. The summarized research findings are presented in the table below.

Table 2 Validity Test Result

Indicator	Item	Coefficient Correlation (r-count)
X1 Organizational Culture	X.1.1	0.571
	X.1.2	0.735
	X.1.3	0.536
	X.1.4	0.443
	X.1.5	0.598
	X.1.6	0.788
	X.1.7	0.653
	X.1.8	0.750
	X.1.9	0.747
	X.1.10	0.562
	X.1.11	0.420
	X.1.12	0.485
	X.1.13	0.730

	X.1.14	0.446
	X.1.15	0.740
	X.1.16	0.510
	X.1.17	0.575
	X.1.18	0.744
X2 Human resource quality	X.2.1	0.536
	X.2.2	0.441
	X.2.3	0.567
	X.2.4	0.788
	X.2.5	0.653
	X.2.6	0.721
	X.2.7	0.726
	X.2.8	0.562
	X.2.9	0.402
	X.2.10	0.575
X3 Motivation	X.3.1	0.767
	X.3.2	0.536
	X.3.3	0.416
	X.3.4	0.574
	X.3.5	0.746
	X.3.6	0.679
	X.3.7	0.721
	X.3.8	0.712
	X.3.9	0.416
X4 Discipline	X.4.1	0.574
	X.4.2	0.746
	X.4.3	0.679
	X.4.4	0.575
	X.4.5	0.735
	X.4.6	0.535
	X.4.7	0.416
	X.4.8	0.574
	X.4.9	0.778
	X.4.10	0.680
	X.4.11	0.750
Y Employee Performance	Y.1	0.552
	Y.2	0.744
	Y.3	0.535
	Y.4	0.441
	Y.5	0.574
	Y.6	0.746
	Y.7	0.654
	Y.8	0.750
	Y.9	0.689
	Y.10	0.550

Table 2 presents the outcomes of computations conducted utilizing the SPSS 25.0 software. The findings indicate that the computed r-value for every research indicator surpasses the r-table value of 0.2126. To put it differently, all variables' indicators can be deemed reliable measurement instruments.

Reliability Test

The reliability test involved comparing the obtained Cronbach alpha value with the critical value of 0.6. A variable is deemed reliable if its Cronbach alpha value exceeds 0.6.

Table 3 Reliability Test Result

Variable	Cronbach Alpha
Organizational Culture (X1)	0.904
Human resource quality (X2)	0.819
Motivation (X3)	0.828
Discipline (X4)	0.870
Employee Performance (Y)	0.835

Table 3 presented above illustrates that every variable examined in this study possesses Cronbach Alpha values surpassing 0.6. Consequently, it is plausible to assert that all the variables investigated in this research exhibit a high level of reliability.

Classic assumption Test

- Normality test

The normality test utilizing Kolmogorov Smirnov is followed by the determination of the residual value, which is then assessed for decision-making purposes. If the Asymp. Sig (2-Tailed) value exceeds 0.05, it means that the data has a normal distribution. In contrast, if the Asymp. Sig (2-Tailed) value is less than 0.05, the data does not show a normal distribution.

Table 4 Kolmogorov smirnov test result
One-Sample Kolmogorov-Smirnov Test

			Unstandard ized Residual
N			60
Normal Parameters ^{a,b}	Mean		.0000000
	Std. Deviation		3.2357847
			4
Most Extreme Differences	Absolute		.214
	Positive		.087
	Negative		-.214
Test Statistic			.214
Monte Carlo Sig. (2-tailed)	Sig.		.007 ^d
	99% Confidence Interval	Lower Bound	.007

Upper Bound	.008
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From table 4 above shows the Sig value. greater than 0.05, namely 0.07, which means the data used is normally distributed, after reducing 1 data from respondent number 47, the data used next is 60.

- Multicollinearity test

The multicollinearity assessment is employed to ascertain the presence of a significant correlation between the predictor variables or variable X in the regression framework. To conduct the multicollinearity test, two conditions must be met: the difference inflation factor value (VIF) should be less than 10, and the tolerability value should be greater than 0.01. If these conditions are satisfied by the regression model, it indicates that the variables do not exhibit signs of multicollinearity.

Table 5 Multicollinearity Test Results

		Coefficients ^a						Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients					
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	-3.062	4.335		-.706	.483			
	Organization Culture	.091	.062	.145	1.462	.149	.593	1.687	
	Human resource quality	.491	.118	.460	4.172	.000	.479	2.089	
	Motivation	-.212	.149	-.166	-1.424	.160	.428	2.339	
	Discipline	.536	.120	.496	4.458	.000	.470	2.129	

a. Dependent Variable: Employee Performance

Table 5 shows that the tolerance values for the four independent variables are 0.593, 0.479, 0.428, and 0.470 > 0.10, whereas the VIF values for the four independent variables are 1.687, 2.089, 2.339, 2.129 < 10, indicating no multicollinearity.

- Heteroscedasticity Test

Heteroscedasticity indicates that the variance of the variables differs across observations. Guidelines for decision making for heteroscedasticity tests with the Geijser test:

When the significance level (Sig) is greater than 0.05, there is no heteroscedasticity. However, if the significance value (Sig) is less than 0.05, indications of heteroscedasticity appear.

Table 6 Heteroscedasticity Test Results

		Coefficients ^a					Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
Model		B	Std. Error	Beta	t	Sig.		
1	(Constant)	1.198	4.335		.276	.783		
	Organization Culture	.004	.062	.010	.056	.955	.593	1.687
	Human resource quality	.061	.118	.100	.515	.609	.479	2.089
	Motivation	-.096	.149	-.133	-.646	.521	.428	2.339
	Discipline	-.004	.120	-.006	-.032	.974	.470	2.129

a. Dependent Variable: Unstandardized Residual

From Table 6 above, the significance values for all variables are obtained (0.955, 0.609, 0.521, 0.974) where all significance values are greater than 0.05 so it can be said that there are no symptoms of heteroscedasticity.

Hypothesis testing

- t Test

The t test was used to determine the effect of organizational culture (X1), human resource quality (X2), motivation (X3), and discipline (X4) on employee performance (Y) at a significance level of 0.05. The degrees of freedom (df) were determined using the formula: $df = n - k - 1$, where n is the number of respondents and k is the number of independent variables. The t-table values were calculated accordingly. The resulting df value was 55. According to the T table, when $df = 55$, the t-table value is 2.004 at a significance level of 0.05. The results of the t test, conducted using SPSS 25, are provided below.

Table 6 t Test Result

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-3.062	4.335		-.706	.483
	Organization Culture	.091	.062	.145	1.462	.149
	Human resource quality	.491	.118	.460	4.172	.000
	Motivation	-.212	.149	-.166	-1.424	.160
	Discipline	.536	.120	.496	4.458	.000

a. Dependent Variable: Employee Performance

The basis for decision making for the t test is:

- The null hypothesis is rejected when the significance value is less than 0.05 and the t-count exceeds the t-table value.
- The null hypothesis is accepted when the significance value exceeds 0.05 and the t-count is smaller than the t-table value.

So, in table 6 above it can be concluded:

- Variable X1 has a t-value of 1.462, which is smaller than the t-table value ($1.462 < 2.004$) and a significant value of 0.149 (> 0.05). This shows that the relationship between organizational culture (X1) and employee performance (Y) is not substantial. Thus, the null hypothesis (H_0) was accepted.
- Variable X2 has a calculated t-value of 4.172, which is higher than the t-table value ($4.172 > 2.004$), and the significance level is less than 0.05 ($0.000 < 0.05$). This suggests that HR quality (X2) has a considerable impact on employee performance (Y). Consequently, the null hypothesis (H_0) was rejected.
- Variable X3 has a t-value of -1.424, which is less than the t-table value ($-1.424 < 2.004$) and a significance value larger than 0.05 ($0.160 > 0.05$). This shows that motivation (X3) has no substantial impact on employee performance (Y). Thus, the null hypothesis (H_0) was accepted.
- Variable X4 has a calculated t-value of 4.458, which is higher than the t-table value ($4.458 > 2.004$), and the significance level is less than 0.05 ($0.000 < 0.05$). This suggests that discipline (X4) has a substantial impact on employee performance (Y). Therefore, the null hypothesis (H_0) was rejected.

- F Test

The F-test is used to evaluate the impact of variables X1 (organizational culture), X2 (human resource quality), X3 (motivation), and X4 (discipline) on the dependent variable Y. This is done at a significance level of 5%, or 0.05. To calculate the F-table value, first determine the values of the first and second degrees of freedom (df 1 and df 2). Each of these values has a separate formula, as shown below:

$$Df\ 1 = k - 1 = 3$$

$$Df\ 2 = n - k - 1 = 55$$

Here, n denotes the number of respondents, and k represents the number of independent variables. As a result, the obtained values for df 1 and df 2 are 3 and 55, respectively. Thus, the F-table value obtained is 3.16. The F-test results, obtained using SPSS 25.0 software, are provided below.

Table 7 F Test Result

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1310.835	4	327.709	29.177	.000 ^b
	Residual	617.748	55	11.232		
	Total	1928.583	59			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Discipline, Human resource quality, Organization Culture, Motivation

The F test decision is based on the following criteria:

- If the significance level exceeds 0.05 and the F-count is smaller than the F-table value, the null hypothesis (H_0) is accepted.
- If the significance level is less than 0.05 and the F-count exceeds the F-table value, the null hypothesis (H_0) is rejected.

In the table, the calculated F-value of 29.177 exceeds the tabulated F-value ($29.177 > 3.16$) with a significance value less than 0.05 ($0.000 < 0.05$). As a result, it is clear that the null hypothesis (H_0) is rejected in favor of the alternative hypothesis (H_a). Put differently, variables X1 (organizational culture), X2 (human resource quality), X3 (motivation), and X4 (discipline) collectively exhibit a substantial impact on variable Y (employee performance).

Coefficient of Determination

The goal of this coefficient of determination test was to determine the model's ability to explain the combined impact of the independent factors on the dependent variable. This is indicated by the corrected R-squared value (Ghozali, 2016).

Table 8 Coefficient of Determination Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.824 ^a	.680	.656	3.35138

a. Predictors: (Constant), Discipline, Human resource quality, Organization Culture, Motivation

Table 8 clearly shows that the adjusted coefficient of determination (R^2) is 0.656. This means that the independent variables (X1, X2, X3, and X4) included in the model account for 65.6% of the variation in the dependent variable (Y). The remaining 34.4% of the variation is ascribed to other variables not examined in this study model.

3.2. Discussion

- The relationship between organizational culture and employee performance.

The Effect of Organizational Culture on Employee Performance at the Bojonegoro Class IIA Correctional Institution is not significant, as evidenced by the calculated t-value of variable X1 being 1.462, which is smaller than the t-table value ($1.462 < 2.004$). Additionally, the sig value is greater than 0.05 ($0.149 > 0.05$). This shows that statistically, organizational culture does not directly contribute significantly to employee performance in this institution.

Some possible causes are:

- Organizational culture that is not yet mature or consistent: An organizational culture that has not been formed strongly or consistently can cause its influence on employee performance to be insignificant. If the values, norms and cultural practices of an organization are not implemented consistently, the impact on employee performance will also be minimal.
- More Dominant Influence of Other Variables: Sometimes, other variables such as work discipline, leadership, or workload may have a greater influence on employee performance

than organizational culture. This can obscure the influence of organizational culture in statistical analysis.

- **Specific Organizational Context:** The specific context of the Class IIA Bojonegoro Penitentiary may have unique characteristics that make organizational culture less influential on employee performance. For example, strict rules and a strong hierarchical structure may determine employee performance more than organizational culture.

This finding is consistent with Judge & Robbins (2017) research, which found that organizational culture does not always have a significant impact on employee performance in all organizational contexts. Schein (2010) shows that in some organizations, the influence of organizational culture on employee performance is not significant, especially if the culture has not been fully internalized by all members of the organization. Other factors, such as leadership and work motivation, can play a more dominant role in determining employee performance.

Does not describe the results Denison (1996) where a strong and positive organizational culture can have a significant impact on employee performance by increasing involvement, commitment and work motivation and Quinn (2011) studies show that in many organizations, a good organizational culture greatly influences employee performance by creating a supportive and motivating work environment.

- The relationship between human resource quality and employee performance.

The performance of employees at the Bojonegoro Class IIA Correctional Institution is significantly influenced by the quality of human resources. This is evident from the calculated t-value of variable X2, which is 4.172, exceeding the t-table value ($4.172 > 2.004$), and the sig value being less than 0.05 ($0.000 < 0.05$). This shows that statistically, human resource quality directly contributes significantly to employee performance in this institution.

In this context, the positive and significant relationship between human resource quality and employee performance highlights the significance of elements such as training, education, and career development in increasing individual performance. Employees with high skills and expertise are better equipped to contribute to the organization's overall goals and performance. Therefore, correctional facilities must continue to engage in staff human resource development.

This finding is similar with research conducted by Pak et al. (2019), which found that work ability has the strongest positive link with human resource development strategies. This suggests that employee performance capabilities mirror the quality of human resources. Effective HR management benefits not only individual employees, but also the entire firm. Thus, HR development initiatives and programs must be supported and prioritized as part of efforts to improve employee performance in correctional facilities.

With these findings, it is hoped that the management of the Class IIA Bojonegoro Penitentiary can pay further attention to the efforts needed to improve the quality of employee human resources. Steps such as training, career development, and increasing access to knowledge and technology can be effective strategies for improving the quality of human resources and overall employee performance.

- The relationship between motivation and employee performance

The impact of motivation on employee performance at the Bojonegoro Class IIA Correctional Institution is deemed insignificant, as evidenced by the calculated t-value of variable X3 which is -1.424. This value is lower than the critical t-table value of 2.004, and the significance value of 0.160 is greater than the threshold of 0.05. This shows that statistically, motivation does not directly contribute significantly to employee performance in this institution.

Some possible causes are:

- **Dominant Extrinsic Motivation:** If the motivation an employee receives is more extrinsic (such as pay, benefits, or external rewards) than intrinsic (such as job satisfaction or personal achievement), then its effect on performance may not be significant. Intrinsic motivation tends to have a stronger and more sustainable impact on performance.
- **Unsupportive Work Environment Conditions:** An unsupportive work environment, such as a lack of facilities, unsupportive working conditions, or high workload, can reduce the effect of motivation on employee performance.
- **Other Variables that Are More Dominant:** Other factors such as workload, or individual abilities may have a greater influence on employee performance than motivation.

This finding is similar to research from Judge & Robbins (2017) where work motivation is not always the main determinant of employee performance, especially in organizational contexts with a strong hierarchical structure and a challenging work environment; Herzberg (2017) which shows that in some cases, the influence of motivation on employee performance is not significant because other factors such as work environment conditions and leadership style are more dominant; (KUSWANDI et al., 2022) where extrinsic motivation fails to exert a substantial impact on employee performance due to employees' apprehension regarding fulfilling their family obligations, unmet expectations regarding rewards, and the absence of a supportive work environment.

Does not describe the results Deci & Ryan (2013) where work motivation, both intrinsic and extrinsic, is an important factor that can significantly improve employee performance in various organizational contexts and Locke & Latham (2002) Studies show that consistently high work motivation related to improving employee performance, especially if supported by a conducive work environment and effective leadership.

- The relationship between discipline and employee performance

The impact of discipline on employee performance at the Bojonegoro Class IIA Correctional Institution is evident, as indicated by the calculated t-value of variable X4, which stands at 4.458. This value surpasses the t-table value of 2.004, further reinforcing the significance of discipline. Additionally, the sig value of 0.000 is smaller than the threshold of 0.05, providing further evidence of the strong relationship between discipline and employee performance. This shows that statistically, discipline directly contributes significantly to employee performance in this institution.

Discipline is a strong foundation for maintaining productivity, quality and efficiency in carrying out daily tasks. In the context of correctional institutions, high discipline will create an organized, orderly and effective work environment, which in turn will have a positive impact on employee performance and the achievement of overall organizational goals.

The discovery aligns with the study carried out by Ikrema et al. (2021), indicating a favorable correlation between high-performance human resource practices and affective commitment as well as preparedness for change. Where self-discipline is based on commitment, if there is no commitment then employees will not be able to develop a disciplined attitude in achieving optimal performance. By having a high level of discipline, employees tend to be more focused, productive and responsible in carrying out their duties. Therefore, correctional institution management needs to pay serious attention to fostering and developing employee discipline as part of efforts to improve organizational performance and effectiveness.

Based on these findings, it is recommended that correctional institution management make various efforts to improve employee discipline. Steps such as providing training on the importance of discipline, enforcing clear rules and being consistent and providing strict sanctions for disciplinary violations can be an effective step in building a strong disciplinary culture within

the organization. Apart from that, it is also important to create a work environment that supports and motivates employees to maintain a consistently high level of discipline.

4. CONCLUSION

The research findings on the relationship between organizational culture, human resource quality (HR), motivation, and discipline on employee performance at the Class IIA Bojonegoro Correctional Institution are mixed. Organizational culture has no major impact on employee performance, which could be attributed to an immature or inconsistent culture, the influence of other more dominating variables, and the specific organizational setting. However, the quality of human resources has a substantial impact on employee performance, emphasizing the relevance of training, education, and career development in improving individual performance. In contrast, motivation does not have a major influence on employee performance, potentially due to the prevalence of extrinsic motivation, unsupportive work environment conditions, or other more dominant variables. However, discipline plays a crucial role in employee performance, indicating that maintaining productivity, quality, and efficiency in daily tasks relies heavily on discipline as a strong foundation.

From these findings, the management of the Class IIA Bojonegoro Penitentiary is advised to focus on developing the quality of human resources and increasing employee discipline. Steps such as training, career development, and consistent enforcement of disciplinary rules can be effective strategies for improving employee performance and achieving overall organizational goals.

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