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**The Influence of Leadership and Work Culture on Employee Performance with Work Motivation as an Intervening Variable in Banjarbaru Penitentiary South Kalimantan Province**

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**Abstract**

This study aims to analyze the partial and simultaneous influence of leadership and work culture variables on employee performance with work motivation as an intervening variable in the Banjarbaru Correctional Institution, South Kalimantan Province.

The design of this study uses a quantitative approach with the variables of leadership (X1), work culture (X2), work motivation (Z) and employee performance (Y). The population in this study were all employees in the Banjarbaru Correctional Institution, South Kalimantan Province, totaling 115 people. The sampling technique used saturated sampling, namely all employees of the Banjarbaru Correctional Institution, South Kalimantan Province, totaling 115 employees, were used as the research sample, the data were analyzed by path analysis.

The results of the study, leadership, work culture and motivation partially and simultaneously have a direct and significant effect on the performance of employees at the Banjarbaru Correctional Institution, South Kalimantan Province

As much as 59.7% of the performance of the Banjarbaru Correctional Institution employees in South Kalimantan Province is influenced by the variables of leadership, work culture and work motivation.

**Keywords:** Leadership, Work Culture, Motivation, Performance

**1. Introduction**

In general, human resource management is intended to improve company performance, so that the formation of reliable human resources is a must. Human resources play a very dominant role in company activities. The success or failure of a company in achieving its goals is very dependent on the ability of human resources or employees in carrying out the tasks assigned so that employees are required to always be able to develop themselves proactively within a company. Human resources needed at this time are human resources who have good performance. Good employee performance can be seen from various sides. Therefore, performance appraisal is very necessary for companies to determine the extent to which employees are able to play a role in the growth and development of the employees themselves.

Table 1.1 Performance of Banjarbaru Correctional Institution Employees South Kalimantan Province

No	Employee Performance	Achievement					Target
		2016	2017	2018	2019	2020	
1	Quality	92	85	90	89	92	100 %
2	Quantity	85	82	85	80	81	100 %
3	Punctuality	86	86	84	85	82	100 %
4	Attendance	90	92	90	85	78	100 %
5	Independence	80	89	87	85	82	100 %

Source: Banjarbaru Correctional Institution, South Kalimantan Province

Based on Table 1.1, the achievement of employee performance with indicators of quality, quantity, timeliness, attendance and independence of the Banjarbaru Restorative Correctional Institution employees from 2016 to 2020 has not yet reached the target.

In increasing employee motivation, a leader is needed who is able to move his subordinates in order to achieve organizational goals. This reason is the background for researchers to take the topic of research regarding the influence of leadership and the embedded work culture that has taken root in the Banjarbaru Correctional Institution, South Kalimantan Province, to motivate employees to work.

There are several factors that can affect employee performance. One of these factors is to provide work motivation to employees. Motivation is how to encourage subordinates' work passion, so they want to work hard by giving all their abilities and skills to realize company goals (Hasibuan, 2014). Lack of employee motivation can have a serious impact on the level of absenteeism and employee involvement in every implementation of activities in a corporate or government organization.

Individual work motivation is closely related to high determination, with high work motivation high performance will also be created, so that the goals or targets set by the organization will be achieved. Motivation is the main impetus for everyone that underlies them to act and achieve something. People will not achieve something ideally if they do not have high motivation from within themselves to make it happen. Robbin and Judge (2008: 222), characterize motivation as an interaction that clarifies one's strength, direction, and persistence to achieve one's goals. From this definition, it tends to be seen that motivation is a vital part that underlies a person or persons in achieving something or achieving certain desired goals.

According to Handoko (2008: 12) the ability of leaders to influence others will provide their own motivation for their representatives to do something to achieve ideal goals. Leaders also play an important role in helping organizations to achieve goals. To see the viability of an organization, it is necessary to see how far the initiatives are running to manage the organization. Leaders must have the choice to deal with problems that arise in the organization through quick and precise decisions with their ability and capacity as a leader to guide their subordinates by forming work units and working together with subordinates to achieve organizational goals.

Leaders are the process of influencing others to understand and agree on what to do and how to do it, and the process of facilitating individual and collective efforts to complete common goals (Yukl, 2010: 26). Meanwhile, Greenberg and Baron (2003: 471) state that leadership is a process in which an individual influences other group members towards achieving defined group or organizational goals. While the leader is an individual in a group or organization that has the most influence on others.

The decrease in work motivation can be influenced by several variables, including the type of administration factor, where authorities tend not to consider conditions based on target setting conditions, besides that initiatives in general will be less prepared to pay attention to information and analysis from subordinates. This is very influential on the implementation of work, workers who feel forced will lose motivation in carrying out their work.

Work motivation is a mental state and human mental attitude that provides energy, directs, distributes, maintains and continues the actions and behavior of employees (Tansuhaj, et. al., 1998). In an organizational environment, work motivation is very much needed and in essence the motivation of employees and employers/leaders is different because there are different interests, it is necessary to create one-way motivation to achieve common goals, in business continuity and work tranquility, so that what is the will and aspirations of both parties parties can be realized (Vest and Markham, 1994)

Work culture is an important factor in increasing employee motivation. Motivation is a process by which a person's efforts are energized, directed, and sustained towards achieving a goal (Robbins and Coulter, 2010). According to Rivai (2004) motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Motivation is a psychological drive that directs a person towards a goal (Simamora, 2006). Companies are required to create a conducive condition that can make employees feel comfortable, their needs are met, so that they can maintain their motivation to jointly achieve the company's vision and mission. Employee performance is the real behavior that is displayed by each employee as work performance that is produced according to their role in the company (Rivai, 2004).

Based on the background of the research questions: 1). Do leadership, work culture have a significant effect on work motivation in the Office of the Banjar Baru Penitentiary in South Kalimantan? 2). Do leadership, work culture have a significant effect on the performance of employees of the Banjar Baru Penitentiary Office in South Kalimantan? 3). Does work motivation have a significant effect on the performance of employees of the Banjar Baru Penitentiary in South Kalimantan.

## **2. Literature Review**

### *2.1 Leadership*

Leadership is the way a leader influences the behavior of subordinates to coordinate and work profitably to achieve authoritative goals (Hasibuan, 2011: 170). According to Badeni (2013: 2), administration can be characterized as an individual's capacity to influence a meeting towards achieving goals. Robbins and Judge (2015: 410) state that authority is the capacity to influence

an association toward achieving dreams or achieving goals. Kreitner and Kinicki (2010: 467) characterize initiative as an interaction in which a single person impacts others to achieve a common goal. McShane and Von Glinow (2010: 360) reveal that authority is related to influencing, spurring, and empowering others to contribute to the adequacy and achievement of associations in which they are individuals. Authority is a method involved with influencing and supporting others to work passionately to achieve goals (Newstrom, 2011: 171). Authority is an important component that helps people or organizations identify their goals, and then motivates them from within to achieve the goals that have been set.

Four general attributes that affect administrative achievement. Keith Davis (in Thoha, 2007:33): Insight, Development and Opportunity, Motivation and Self-Encouragement and Human Relations Mentality. William G. Scott (1962) argues that the notion of leadership is the process of influencing the activities organized in groups in their efforts to achieve the goals set by the indicators:

1. Ability to analyze and make decisions
2. Ability to analyze and make decisions
3. Communication and listening skills
4. Ability to create a healthy work environment
5. Ability to delegate tasks or authority
6. Have a high sense of responsibility

## *2.2 Work Culture*

Robbins (2003:11) work culture is an arrangement of shared perspectives held by individuals from an association that recognizes the association from different associations. According to Mangkunegara (2005: 316) put an end to the notion of work culture as a set of frameworks of expectations or beliefs, values and standards created within the organization that are used as rules of behavior for individuals to overcome issues of external variation and join the interior.

Work culture depends on the qualities possessed by the state or Indonesian people which are handled so that they become new qualities that will change into normal mentality and administrative practices with the ultimate goal of facing new difficulties. Work culture will not just appear, but must be pursued with enthusiasm through controlled interactions by involving all human resources in various supporting frameworks, instruments and strategies. The work culture will become a reality through a long cycle, because turning old qualities into new qualities will invest in some opportunities to turn into trends and we will continue to make improvements and refinements.

Work culture aims to change the mentality and behavior of existing human resources to build work efficiency to face various difficulties in the future. The advantages of implementing a work culture are working with a spirit of shared participation, increasing harmony, developing a family spirit, building better correspondence and increasing work efficiency, so that you will get big changes in achieving the desired results.

1. Leaders can foster a reasonable work culture through expanding power representation that takes into account dealing with existing issues adequately and proficiently. Work culture in this

review is a functioning condition and environment created by authorities and applied in organizations to be used as rules for representative perspectives and behaviors in carrying out their obligations, then to realize work culture as part of a value framework in the workplace, the main thing that must be What is important is the development of a representative psychological disposition who remembers understanding and execution for the perspective and execution of their daily work. What's more, the main behavior is one of the elements that influence the implementation of work culture in an association. For this situation, a commendable character should be used as a good example and role model by all subordinates, as well as a strategy in determining the direction, goals and vision and mission of an association which will also be used as a reason for implementing a work culture. Work Culture Indicators (Nurhadijah (2017) include:

2. Discipline, behavior that is always based on the principles and standards that apply inside and outside the organization. Workers who have high discipline have the quality of making big demands, big obligations and obligations, discipline in schedules and participation, discipline in dressing.

3. Transparency, availability to give and obtain correct data from and to individual accomplices to help the organization. Acceptance of these situations is the capacity to offer points of view and sentiments in a sincere and direct way.

4. Mutual respect, behavior that recognizes people, obligations, and obligations of other individual colleagues. Signs of mutual respect include: allowing others to get things done in their favor, regarding the judgment of others, and being respectful of each employee.

Collaboration, the desire to give and receive commitment from or potentially become an accomplice in achieving organizational goals and objectives. Some markers for measuring collaboration include: clear goals, transparency in correspondence, good listening skills, interest, all equal, and obligation to complete tasks.

### *2.3 Work motivation*

Motivation is the driving force that causes a member of the organization to be willing and willing to mobilize abilities in the form of expertise or skills, energy and time to carry out various activities for which they are responsible and fulfill their obligations, in order to achieve predetermined organizational goals and objectives (Siagian, 2010:138). Motivation is a desire within a person that causes that person to take action (Mathis and Jackson, 2006:89). Motivation is a group of factors that cause individuals to behave in certain ways (Griffin, 2004:38). Motivation refers to a person's internal and external forces that generate enthusiasm and resistance to carry out a certain course of action. Employee motivation influences performance, and part of a manager's job is to channel motivation toward achieving organizational goals.

Hasibuan (2007:95), work motivation is the provision of driving force that creates the excitement of one's work so that they want to work together, work effectively and integrate with all their efforts to achieve satisfaction. An important driving factor that causes humans to work is the existence of needs that must be met. From some of the definitions above, it can be concluded that motivation is the various efforts made by humans, of course, to fulfill their desires and needs. However, so that their wants and needs can be fulfilled is not easy to obtain without maximum effort. In fulfilling their needs, someone will behave according to the encouragement someone will behave according to the impulse they have and what underlies their behavior.

Maslow's work motivation indicator (in Hasibuan, 2003:66), explains that representative work inspiration is influenced by actual requirements, security and welfare needs, social needs, self-confidence needs, and self-fulfillment needs. Then from these needs factors it is concluded to be a marker to determine the inspiration for a representative work. In detail, the five basic human needs are used as indicators of motivation in this study are:

1. Physiological needs Namely needs such as hunger, thirst, sex, home, sleep and so on
2. Security needs The need for safety and protection from danger, threats, and deprivation.
3. Social needs The need for love and satisfaction in relationships with others. Satisfaction and feelings of belonging and acceptance in a group, a sense of kinship, friendship and affection.
4. The need for appreciation, namely the need for status or position, self-respect, reputation and achievement.
5. The need for self-actualization. Namely the need for self-fulfillment, to use one's potential, self-development as much as possible, creativity, self-expression and do what is suitable. As well as completing the work itself.

#### *2.4 Employee Performance*

Hasibuan (2007: 160), defines performance as a result of work achieved by someone in carrying out their duties on skill, effort and opportunity. Based on the explanation above, performance is a result achieved by someone in carrying out tasks based on skills, experience and sincerity as well as time according to predetermined standards and criteria.

Mangkuprawira and Hubeis (2007:153), employee performance is the result of certain work processes planned at the time and place of the employee and the organization concerned. According to Mangkunegara (2006: 67) that performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance according to Mathis and Jackson (2006:378) is what is done or not done by employees.

From several expert opinions it can be concluded that employee performance is the result of work done by someone in an organization in order to achieve the desired goals of an organization and minimize losses and is the achievement of employee goals for the tasks given.

Performance is often associated with how good or bad a worker is in carrying out their responsibilities related to work. Performance is basically the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him.

Performance in the organization is the answer to the success or failure of the organizational goals that have been set. Civil servants often don't pay attention unless it's really bad or things go awry. Too often employees don't know how bad performance has fallen so that the organization in a government agency facing a serious crisis. Agus Dwiyanto's performance theory is related to Public Bureaucratic Reform in Indonesia, performance indicators:

1. Productivity individual personality characteristics that appear in the form of a mental attitude and contain the meaning of the individual's desire and effort to always try to improve the quality

of his life.

2. Quality of service Many negative views have been formed about public organizations, arising from public dissatisfaction with the quality of service received from public organizations. Thus the satisfaction of the public can be a parameter to assess the performance of public organizations.

3. Responsiveness Organizational ability to recognize and meet community needs. Responsiveness needs to be included in performance indicators because it directly describes the ability of government organizations to carry out their missions and goals.

4. Responsibility Responsibility explains whether the implementation of public organization activities is carried out in accordance with the principles of proper administration or in accordance with organizational policies, both explicit and implicit.

5. Accountability Public accountability shows how much the policies and activities of public organizations are subject to political officials elected by the people. In this context, the concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the wishes of the general public. (Dwiyanto, 2008:50-51)

### **3. Research Methodology**

The research approach uses a quantitative approach. Data is analyzed using Multiple Linear Regression.

Substructural Model : 1)  $Z = a + b_1X_1 + b_2X_2 + e$

Substructural Model : 2)  $Y = a + b_1X_1 + b_2X_2 + b_3Z + e$

Y = Employee Performance

A = Constant

b = Regression Coefficient

X1 = Leadership

X2 = Work Culture

Z = Motivation

The sampling technique uses saturated sampling, namely all members of the population totaling 115 are used as the research sample, so that all employees of the Banjarbaru Penitentiary in South Kalimantan Province, totaling 115 employees are used as the research sample.

### **4. Research Results**

#### *4.1 Multiple Linear Regression Analysis*

This analysis is intended to determine the magnitude of the influence of leadership and work culture on motivation (Sub-Structural Model 1).

Table 4.1 Multiple Linear Regression Test

*Coefficients<sup>a</sup>*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.870	1.501		6.574	.000
	Leadership (X <sub>1</sub> )	.332	.077	.385	4.315	.000
	Work Culture (X <sub>2</sub> )	.215	.081	.238	2.670	.009

a. Dependent Variable: Motivation (Z)

Based on Table 4.1 the regression equation  $Z = 9,870 + 0,332X_1 + 0,215X_2$

1. Value a = 9.870 is a constant value which means that when leadership (X<sub>1</sub>) and work culture (X<sub>2</sub>) are considered constant, then the value of employee motivation is 9.870

2. The value of  $b_1X_1 = 0.332$  is the value of leadership (X<sub>1</sub>) meaning that if leadership (X<sub>1</sub>) is increased by 1 point, then motivation (Z) will increase by 0.332 assuming that the other independent variables from the regression model are fixed. This shows that the leadership is getting better, the work motivation of the Banjarbaru Correctional Institution employees in South Kalimantan Province is also increasing.

3. The value of  $b_2X_2 = 0.215$  is the value of work culture (X<sub>2</sub>) meaning that if the work culture variable (X<sub>2</sub>) is increased by 1 point, then work motivation (Z) will increase by 0.215 assuming that the other independent variables from the regression model are constant. This shows that if the work culture is improved, the work motivation of the Banjarbaru Correctional Institution employees in South Kalimantan Province will also increase.

#### 4.2 Multiple Linear Regression Analysis

This analysis is intended to determine the influence of leadership and work culture on performance (Sub-Structural Model 2).

Table 4.2 Multiple Linear Regression Test

*Coefficients<sup>a</sup>*

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.176	1.517		.116	.908
	Leadership (X <sub>1</sub> )	.431	.071	.440	6.051	.000
	Work Culture (X <sub>2</sub> )	.308	.071	.300	4.319	.000
	Motivation (Z)	.246	.081	.217	3.038	.003

a. Dependent Variable: Employee Performance



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Based on Table 4.2 the regression equation  $Z = 0,176 + 0,431X_1 + 0,308X_2 + 0,246Z$

1. The value of  $a = 0.176$  is a constant value, which means that when leadership ( $X_1$ ) and work culture ( $X_2$ ) are considered constant, the value of employee performance is 0.176
2. The value of  $b_1X_1 = 0.431$  is the value of leadership ( $X_1$ ) meaning that if leadership ( $X_1$ ) is increased by 1 point, employee performance (Y) will increase by 0.431 assuming that the other independent variables from the regression model are fixed. This shows that the better the leadership, the performance of the Banjarbaru Correctional Institution employees in South Kalimantan Province is also increasing.
3. The value of  $b_2X_2 = 0.308$  is the value of work culture ( $X_2$ ) meaning that if the work culture variable ( $X_2$ ) is increased by 1 point, then performance (Y) will increase by 0.308 assuming that the other independent variables from the regression model are constant. This shows that if the work culture is improved, the performance of the Banjarbaru Correctional Institution employees in South Kalimantan Province will also increase.
4. The value of  $b_3Z = 0.246$  is a value on motivation (Z), meaning that if the variable work motivation (Z) is increased by 1 point, performance (Y) will increase by 0.246 assuming that the other independent variables from the regression model are constant. This shows that if work motivation increases, the performance of the Banjarbaru Correctional Institution employees in South Kalimantan Province will also increase.

#### *4.3 Partial Test (t test) Sub Structural Model 1*

Based on Table 4.1, the t-count value of leadership ( $X_1$ ) is  $4.315 > t\text{-table } 0.658$  at a significance level of 0.000, the t-count value of work culture ( $X_2$ ) is  $2.670 > 0.658$  at a significance level of 0.009, it can be concluded that leadership and work culture partially have a significant effect on motivation the work of an employee of the Banjarbaru Penitentiary, South Kalimantan Province.

#### *4.4 Partial Test (t test) Sub Structural Model 2*

Based on Table 4.2, the t-value for leadership ( $X_1$ ) is  $4.315 > t\text{-table } 0.658$  at a significance level of 0.000, the t-value for work culture ( $X_2$ ) is  $4.319 > 0.658$  at a significance level of 0.000, the t-value for work motivation (Z) is  $3.038 > 0.658$  at a significance level of 0.003, it can be concluded that leadership, work culture and work motivation partially have a significant effect on the performance of employees of the Banjarbaru Correctional Institution, South Kalimantan Province.

#### *4.5 Simultaneous Test (F Test)*

Table 4.3 F Test

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	163.186	2	81.593	22.592	.000 <sup>b</sup>
	Residual	404.500	112	3.612		
	Total	567.687	114			

a. Dependent Variable: Motivation

b. Predictors: (Constant), Leadership, Work Culture

Based on Table 4.3, the calculated F value is 22.592 > F table 2.69 with a significant level of 0.000. So, it can be concluded that leadership and work culture simultaneously have a significant effect on the work motivation of the employees of the Banjarbaru Correctional Institution, South Kalimantan Province.

Table 4.4 F Test

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	438.047	3	146.016	54.878	.000 <sup>b</sup>
	Residual	295.344	111	2.661		
	Total	733.391	114			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Leadership, Work Culture, Work Motivation

Based on Table 4.4, the calculated F value is 54.878 > F table 2.69 with a significant level of 0.000. So, it can be concluded that leadership, work culture and work motivation simultaneously have a significant effect on the performance of employees of the Banjarbaru Correctional Institution, South Kalimantan Province.

#### 4.6 Determination Coefficient Test ( $R^2$ )

Tabel 4.5 Determination Coefficient Test ( $R^2$ )

**Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.536 <sup>a</sup>	.287	.275	1.90042

a. Predictors: (Constant), Leadership, Work Culture

Based on Table 4.5, the value of the coefficient of determination ( $R^2$ ) is 0.287, meaning that leadership ( $X_1$ ) and work culture ( $X_2$ ) affect work motivation ( $Z$ ) of Banjarbaru Correctional Institution employees, South Kalimantan Province, by 28.7%.

Table 4.6 Determination Coefficient Test ( $R^2$ )

<b>Model Summary</b>				
Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.773 <sup>a</sup>	.597	.586	1.63118

a. Predictors: (Constant), Leadership, Work Culture, Motivation

Based on Table 4.6 the value of the coefficient of determination ( $R^2$ ) is 0.597, meaning that leadership ( $X_1$ ), work culture ( $X_2$ ) and work motivation ( $Z$ ) affect the performance of the Banjarbaru Correctional Institution employees in South Kalimantan Province by 59.7%.

### 5. Discussion

These results provide confirmation and empirical interpretation of the importance of leadership in improving employee performance. Every organization will continue to strive to improve the performance of its employees in order to achieve good and satisfying work results. To achieve this requires a lot of effort to be made both by the leadership with its leadership style and by the employees with the resulting performance. Each leader has authority and responsibility in determining all activities in his agency, the leader of the organization has great responsibility in all processes which are usually included in human resource management related to employees who are under his authority, so that high abilities and skills are needed to lead his employees.

Based on respondents' responses regarding leadership capacity in the Banjarbaru penitentiary being able to build collaboration and connections, 66% strongly agreed. Fostering participation and good relations with subordinates in carrying out duties and obligations by 47%. Encouraging subordinates, making decisions, solving problems appropriately by 40%. Strict supervision of prison members is considered to be of particular concern. The average assessment of leadership is rated at 4.3, this result is high.

The results of this study provide empirical confirmation and interpretation of the importance of work culture in improving employee performance. Respondents' responses regarding employee work culture can be explained that the highest 60% of respondents agreed regarding discipline, which is part of the work culture. Openness 52%, cooperation with all colleagues 50%, workplace safety 40%. The average assessment of work culture is 3.79. It is in the good category.

In a strong organizational culture, patterns of behavior and practices that are shared in common by all parties in the organization and are deeply rooted. In this case, work culture becomes a kind of bond that guides each group in the organization to move towards the same direction. The wider and stronger the values that are shared by all employees in all organizations, the better the performance of the organization will be due to the more efficient use of organizational resources. With a strong culture, organizations do not need to rely on a formal bureaucracy that is rigid, it can actually hinder motivation and innovation in facing business challenges that must be done quickly.

Increasing work motivation will improve employee performance, work motivation given by agencies to employees in the form of awards, compensation, praise and employee achievements can improve performance. This shows that the performance of the Banjarbaru Correctional Institution employees in South Kalimantan Province is improved by increasing employee motivation.

These results provide confirmation and empirical interpretation of the importance of motivation for improving employee performance. If employees have high motivation, then the work they get will be high. One's motivation can certainly increase enthusiasm to carry out their duties and responsibilities in accordance with the standards set by the agency. Respondents' responses regarding employee motivation at the Banjarbaru Correctional Institution, South Kalimantan Province. 62% of respondents answered agree about stating that work motivation is related to employee performance. 52% of respondents answered that they agreed about working based on the will to excel and 50% of respondents answered that they worked for survival, while 40% of respondents answered that they agreed to work well with leaders. The average assessment of work motivation is 3.79 in the good category.

The results of this study provide empirical confirmation and interpretation of the importance of leadership in organizations for increasing employee motivation. Employees feel that they have a leader who can be emulated, a leader who can work together, so that they are able to increase employee enthusiasm to carry out their duties and responsibilities according to the standards set by the agency.

The leadership of the Banjarbaru Penitentiary in South Kalimantan Province can be explained in general as being able to act fairly, being transparent and assertive and having the capacity and being able to provide motivational encouragement to all employees to act in accordance with the provisions set by the institution. These results provide empirical confirmation and interpretation of the importance of work culture in increasing employee motivation. The condition of a culture of discipline and mutual respect among colleagues can increase employee enthusiasm to carry out their duties and responsibilities according to the standards set by the agency.

## **6. Conclusion**

Based on the results of the study, the researchers put forward several conclusions as follows:

1. The variables of leadership and work culture partially and simultaneously have a direct and significant effect on the work motivation of employees at the Banjarbaru Correctional Institution, South Kalimantan Province
2. The variables of leadership, work culture and motivation partially and simultaneously have a direct and significant effect on the performance of employees at the Banjarbaru Correctional Institution, South Kalimantan Province
3. Employee Work Motivation Variable has a direct and significant effect on employee performance at the Banjarbaru Correctional Institution, South Kalimantan Province
4. The coefficient of determination is 0.287, meaning that leadership and work culture affect the work motivation of the employees of the Banjarbaru Correctional Institution, South Kalimantan Province, by 28.7%.

5. The coefficient of determination is 0.597, meaning that leadership, work culture and work motivation affect the performance of employees of the Banjarbaru Correctional Institution, South Kalimantan Province, by 59.7%.

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