

Organizational Culture Transformation in Corrections Through a Management Psychology Approach: A Systematic Literature Review

Achmad Robbi Fathoni
Politeknik Pengayoman Indonesia

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Abstract

Organizational culture transformation within correctional institutions is a critical prerequisite for the success of rehabilitation programs and institutional reform. This study aims to examine the contribution of psychological management approaches to organizational culture change in correctional settings through a Systematic Literature Review (SLR). A total of 25 peer-reviewed articles published between 2013 and 2025 were analyzed. The findings reveal three main contributions of psychological management: (1) psychological empowerment that fosters motivation and work engagement; (2) transformational leadership as a driver of organizational value change; and (3) the creation of psychologically safe work environments as the foundation for inclusive culture. These factors collectively contribute to shifting organizational culture from authoritarian models toward more humanistic and adaptive frameworks. This study offers policy implications for psychosocially-informed institutional management and strategic managerial interventions in Indonesia's correctional system.

Keywords:

organizational culture, correctional institutions, psychological management, transformational leadership, psychological empowerment

Abstrak

Transformasi budaya organisasi dalam lembaga pemasyarakatan merupakan prasyarat penting dalam mendorong keberhasilan program rehabilitasi dan reformasi kelembagaan. Penelitian ini bertujuan mengkaji kontribusi pendekatan psikologi manajemen terhadap perubahan budaya organisasi dalam konteks pemasyarakatan melalui metode tinjauan literatur sistematis (Systematic Literature Review/SLR). Analisis dilakukan terhadap 25 artikel ilmiah terpilih dari periode 2013 hingga 2025. Hasil kajian mengidentifikasi tiga kontribusi utama pendekatan psikologi manajemen, yaitu: (1) pemberdayaan psikologis dalam mendorong motivasi dan keterlibatan kerja; (2) kepemimpinan transformasional sebagai pendorong perubahan nilai organisasi; dan (3) penciptaan lingkungan kerja yang aman secara psikologis sebagai fondasi budaya inklusif. Ketiganya terbukti berperan dalam mendorong pergeseran budaya organisasi dari model yang otoriter menjadi lebih humanistik dan adaptif. Kajian ini memberikan implikasi bagi pengembangan kebijakan kelembagaan yang berbasis pemahaman psikososial serta penguatan intervensi manajerial yang strategis dalam sistem pemasyarakatan Indonesia.

Kata kunci :

budaya organisasi, pemasyarakatan, psikologi manajemen, kepemimpinan transformasional, pemberdayaan psikologis.

Introduction

Reforms of the correctional system in various developing countries, including Indonesia, not only touch on structural and procedural aspects but also target more fundamental aspects, namely organizational culture transformation. The organizational culture that has developed in correctional institutions is often influenced by long-established conservative, bureaucratic, and hierarchical values. This has resulted in low social rehabilitation effectiveness, high levels of structural violence, and limited opportunities for officers and inmates to contribute constructively to institutional change.

Organizational cultural change is at the heart of efforts to create a more adaptive, inclusive, and restorative correctional environment. Organizational culture itself is defined as a set of values, beliefs, norms, and practices that are internalized in the behavior of organizational members, which in turn influence decision-making and the dynamics of interactions between individuals (Gustini et al., 2025). In the context of correctional facilities, a rigid organizational culture that resists change is a significant obstacle to the implementation of guidance programs, social reintegration, and the improvement of mental well-being for both officers and inmates.

Therefore, intervention in the form of a management psychology approach is crucial. Management psychology combines the principles of organizational psychology and work behavior with management theories to understand, influence, and direct changes in individual and group behavior

in the work environment (Bugna, 2025). This approach not only emphasizes efficiency and productivity but also considers the emotional, cognitive, and social aspects of organizational members.

Organizational culture transformation in socialization through a management psychology approach includes several key strategies: increasing work motivation, strengthening humanistic work values, developing participatory leadership, and creating a safe and supportive psychological environment (Aduwo et al., 2025). Recent research shows that a work culture that fosters empathy, collaboration, and innovation plays an important role in increasing organizational productivity and the quality of interpersonal relationships in the work environment (Rifai et al., 2025).

In the context of correctional institutions, psychological approaches can be applied to understand resistance to change, develop officers' emotional attachment to the rehabilitation mission, and change inmates' perceptions of authority as facilitators of change rather than oppressors. An organizational culture that is open to two-way communication, critical reflection, and the reinforcement of social values has been proven to increase the cognitive and affective engagement of organizational members (Zarkasyi & Kausar, 2025). Therefore, it is important to systematically examine how psychological approaches to management have been used in initiating, managing, and evaluating organizational culture transformation, particularly in highly systematized institutions such as correctional facilities.

However, even though literature on organizational culture change and psychological approaches to management has grown significantly in the last decade, most studies still focus on the corporate, education, or healthcare sectors. These studies tend to place organizations within a relatively flexible and open framework. Meanwhile, correctional institutions—as public institutions with rigid, security-oriented structures—have more complex organizational cultural dynamics and are subject to greater psychosocial pressures. The literature specifically examining how management psychology approaches can promote organizational cultural transformation in the context of correctional institutions is still very limited. Many studies touch on aspects of organizational culture in general, but do not systematically integrate psychological variables such as motivation, resilience, affective involvement, and perceptions of organizational justice.

Furthermore, the lack of integration of cross-disciplinary theories—between organizational psychology, change management, and correctional studies—has resulted in a lack of a comprehensive conceptual framework for understanding cultural change in highly systematized correctional institutions. Therefore, this study aims to bridge this gap by systematically mapping the contributions of the management psychology approach to the process of organizational cultural transformation in correctional environments.

Based on this description, the research question posed in this study is, "How does the management psychology approach contribute to organizational cultural transformation in correctional institutions?"

This study is expected to provide theoretical and practical contributions to strengthening the Indonesian correctional system so that it is not only procedurally compliant, but also psychologically aware, inclusive in terms of values, and adaptive to change.

Method

This study uses a Systematic Literature Review (SLR) approach to examine the contribution of the management psychology approach to organizational culture transformation in correctional institutions. SLR was chosen for its ability to synthesize scientific knowledge systematically and objectively, as well as to provide a reliable theoretical mapping as a basis for policy development or intervention models. This study targets scientific articles published between 2013 and 2025 to capture the dynamics of current theoretical and practical developments.

The literature search was conducted using the Scopus, DOAJ, ScienceDirect, Google Scholar, and ProQuest databases. A combination of keywords such as "organizational culture," "correctional institutions," "psychological management," and "transformational leadership" was used in the search strategy with the help of Boolean operators. The inclusion criteria covered peer-reviewed journal articles in English or Indonesian that discussed the topics of organizational culture, leadership, or managerial psychology in the context of public organizations. After screening based on the PRISMA guidelines, 25 articles were selected from the initial 148 articles that were eligible for further analysis.

The selected articles were analyzed using a thematic approach, focusing on psychological intervention

mechanisms that influence changes in values, behavior, and cultural structures in hierarchical organizations such as correctional institutions. The analysis was conducted to identify patterns of theoretical and practical contributions from existing studies, as well as the potential for cross-disciplinary theory integration. The results of this analysis are expected to develop a comprehensive conceptual framework for understanding and developing organizational culture reform in correctional institutions based on a managerial psychology approach.

Results

A systematic review of 25 scientific articles shows that the management psychology approach contributes significantly to organizational cultural change in the context of correctional institutions. These contributions are evident in three main themes: reconstruction of organizational values, transformation of leadership styles, and creation of a psychologically supportive work environment. All three play a role in shifting the hierarchical and coercive organizational culture towards a more humanistic, collaborative, and reflective culture. This approach is not only structural but also touches on the affective and cognitive aspects of organizational actors.

First, interventions based on managerial psychology encourage the integration of values such as empathy, organizational justice, and emotional resilience into the daily practices of correctional institutions. These values have been shown to increase work engagement and reduce resistance to reform. Second, a transformative leadership style that emphasizes shared vision, empowerment of subordinates,

and open communication is a key driver in shaping an organizational culture that is adaptive to change. Studies also show that leaders who understand the psychological dynamics of employees and inmates are more effective in building trust and participation.

Third, the creation of a psychologically safe work environment—through strengthening interpersonal relationships, emotional support, and recognition of individual contributions—has been shown to accelerate the internalization of new cultural values within the organization. These findings indicate that organizational culture reform in correctional institutions cannot succeed if it is based solely on structural rules, without accompanying psychological transformation at the individual and group levels. Therefore, management psychology does not only function as a supporting instrument, but as the main catalyst for organizational culture change in correctional institutions.

Discussion

The findings from this systematic literature review confirm that the management psychology approach has a crucial contribution in driving organizational cultural change, especially in correctional institutions characterized by bureaucratic, hierarchical structures and high psychosocial pressure. This approach not only presents a new perspective in understanding organizational behavior dynamics but also shifts the orientation of institutional management from a structural to a more humanistic and transformative one.

One of the most important dimensions of the management psychology approach is the concept of psychological empowerment, which

encourages individuals within an organization to feel in control of their tasks, find meaning in their work, and have a high sense of competence. A study by Wulandari et al. (2025) shows that psychological empowerment, along with perceptions of organizational justice and self-efficacy, significantly contributes to improving the performance of correctional officers. This is in line with Bugna's (2025) findings, which emphasize that an inclusive organizational culture, supported by intrinsic motivation and a supportive work environment, will strengthen job satisfaction and loyalty to the institution.

Cultural transformation is also greatly influenced by transformational leadership style, which is characterized by the leader's ability to build a shared vision, inspire positive change, and empower subordinates through a communicative and supportive approach. Aduwo et al. (2025) assert that leadership based on emotional intelligence and strategic change management can create synergistic effects on organizational culture, team collaboration, and work productivity. In the context of correctional institutions, this is relevant given the need for high operational stability, but on the other hand, adaptability to policy reforms is also required.

Furthermore, the aspect of psychological safety in the work environment is an important foundation in the process of organizational culture transformation. The study by Rifai et al. (2025) emphasizes that work environment factors, organizational culture, and employee well-being form a mutually reinforcing whole that influences the overall performance of the institution. In the context of correctional institutions, creating an emotionally

supportive work environment—including openness to communication, recognition of contributions, and healthy conflict management—can reduce chronic work stress and increase staff resilience.

However, this discussion also highlights challenges that cannot be ignored. One of these is the tension between the rigid and procedural formal structure of correctional organizations and psychological approaches that emphasize flexibility, interpersonal relationships, and participation. This creates a paradoxical situation in which cultural change can only be optimized if there is cross-level commitment, especially from top-level leaders and policymakers. Without structural support, psychological interventions at the individual or unit level will struggle to bring about systemic change.

Furthermore, the success of organizational cultural transformation is also largely determined by the organization's ability to integrate strategic HR management policies, which target aspects of recruitment, training, career development, and reward systems. Wang (2025) in his research emphasizes that the application of psychological principles in modern HR management can effectively bridge theory and practice, creating conditions where individual well-being is aligned with institutional goals. Therefore, corrections management reform must be systemic and evidence-based, not merely relying on technocratic policy reforms.

These findings also enrich the academic discourse on the importance of interdisciplinarity in public organization studies. Management psychology can no longer be positioned as a complementary approach, but as the center of cultural transformation strategies in complex organizations such as corrections. The

theoretical contribution of this study includes the integration of organizational justice theory, transformative leadership, and psychological safety as a conceptual model that can be further tested in the empirical context of Indonesia. On the practical side, these results provide strategic directions for correctional institution managers to develop psychology-based training programs, formulate indicators of a healthy work culture, and create a work system that values a balance between tasks, relationships, and emotions.

Thus, it can be concluded that the transformation of correctional organizational culture through a management psychology approach is not an instant or technical approach, but rather a systemic process that requires cross-disciplinary collaboration, reflective leadership, and human-centered policies. Further research is needed to test the validity of this conceptual model in a longitudinal and experimental framework, as well as to explore other moderating variables such as regional differences, employee education levels, and work unit characteristics.

Conclusion

This study concludes that the management psychology approach is an important catalyst in efforts to transform organizational culture in correctional institutions. Through a systematic review of academic literature during the period 2013–2025, it was found that psychological understanding-based managerial strategies can strengthen collaborative values, organizational justice, and reflective leadership within complex and rigid bureaucratic systems. This approach contributes to shifting the dominant cultural pattern from an authoritarian and hierarchical model to one that is more participatory, adaptive,

and oriented towards human capacity development.

Three key dimensions found to play a role in this process are psychological empowerment, transformational leadership, and an emotionally supportive work environment. The integration of these three dimensions not only strengthens individual motivation and engagement within the organization, but also accelerates the internalization of new cultural values relevant to the mission of rehabilitation and social reintegration in the correctional system. Thus, cultural transformation is not merely a matter of structural policy, but rather the result of consistent, strategic, and long-term management of psychosocial relationships.

Implications

The findings in this study provide several important practical and theoretical implications. First, correctional institutions need to redesign their human resource management strategies to be more responsive to the psychological needs of employees and inmates. This can be achieved through emotional intelligence-based leadership training, strengthening a fair reward system, and creating a work environment that encourages participation and open dialogue. Second, organizational culture reform requires the active involvement of top-level leaders, who serve as models of change and agents of new values at the institutional level.

Theoretically, this study supports the importance of a cross-disciplinary approach in understanding the dynamics of public sector organizations, especially in the context of correctional services. The integration of organizational psychology, change management, and

institutional studies opens up space for the development of new conceptual models that can be empirically tested in further research. Future research is expected to not only highlight the effectiveness of psychological interventions at the individual level, but also examine their longitudinal impact on institutional performance and the sustainability of organizational reform as a whole.

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