

THE INFLUENCE OF ORGANIZATIONAL JUSTICE ON EMPLOYEE ORGANIZATIONAL COMMITMENT AT CLASS IIA PALU CORRECTIONAL INSTITUTION



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ABSTRACT

Perceptions of justice can be a key determinant of organizational commitment at Class IIA Palu Prison, which in turn affects the overall performance and effectiveness of correctional facilities in achieving their organizational goals. The objective of this research is to determine the influence of organizational justice on the organizational commitment of employees of Class IIA Palu Prison. The research was conducted at the Class IIA Palu Prison, with the population consisting of all employees. A total sample of 104 respondents was selected using the saturated sampling method. The researcher employed a quantitative method, using a questionnaire as the research instrument with a 5-point Likert scale. The analytical methods used included descriptive analysis, factor analysis, and regression analysis. The results showed that organizational justice positively influences organizational commitment. The relationship between the variables is strongly positive, and the coefficient of determination indicates that the organizational justice variable explains 72.2% of the organizational commitment variable. It is hoped that the results of this study can serve as a reference and consideration for correctional leaders and employees in Indonesia.

Keywords: Organizational Justice; Organizational Commitment; Prison



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INTRODUCTION

In Indonesia, public sector organizations face specific challenges related to human resource utilization due to factors such as technological advancements and the need to improve public services. Public sector organizations are entities that handle a variety of tasks. In Indonesia, public sector organizations confront unique challenges regarding the use of human resources because of factors such as technological development and the demand for enhanced public services. Humans not only act as operators of physical assets like machines and materials but also as drivers of innovation and the achievement of organizational goals. The quality of human resources is a key determinant of an organization's effectiveness and progress. Human resource management theories proposed by experts such as Pfeffer (1994) in Colquitt et al. (2011) emphasize the importance of strategic HR practices in improving organizational performance.



Source: Central Bureau of Statistics (processed by the author, 2024)

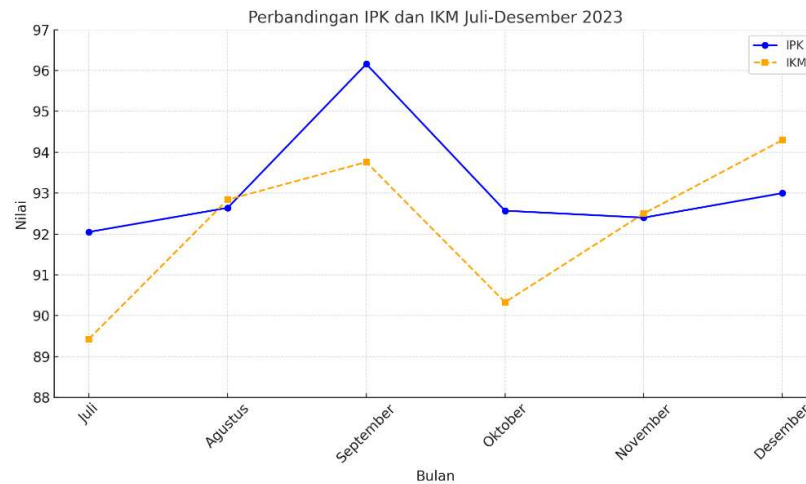
Figure 1
Human Development Index of Indonesia

Based on the diagram, the Human Development Index (HDI) of Indonesia from 2019 to 2023 shows a gradual increase in HDI each year. From 2019 to 2023, Indonesia's HDI has averaged an increase of 0.72 percent per year. In the context of organizations, the improvement in HDI can have a positive impact. Organizations operating in countries with a very high HDI will find higher quality human resources, which can support the achievement of organizational goals.

Law Number 22 of 2022 on Corrections explains that correctional institutions play a crucial role in public service, being responsible for the rehabilitation and reintegration of inmates back into society. The Class IIA Correctional Facility in Palu is one of the Technical Implementation Units (UPT) under the Regional Office of the Ministry of Law and Human Rights of Central Sulawesi, which carries out correctional functions, including services, guidance, care, and security of inmates.

Law Number 20 of 2023 on the State Civil Apparatus (ASN) states that one of the core values for becoming an ASN should be service-oriented, meaning having a dedication to providing high-quality services to meet public satisfaction. In this context, the Class IIA Correctional Facility in Palu, as a public sector organization focused on excellent service, is also obligated to conduct periodic public service performance assessment surveys, including the Public Satisfaction Index (IKM) and the Anti-Corruption Perception Index

(IPK), which provide insight into the quality of services at the Class IIA Correctional Facility in Palu.

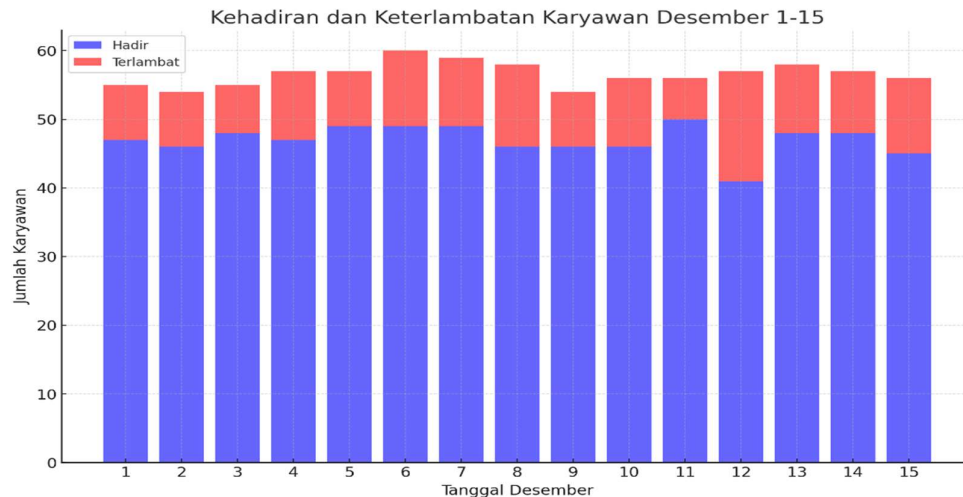


Source: Public Relations of the Class IIA Correctional Facility in Palu (processed by the author, 2024)

Figure 2
Results of the IPK and HDI Survey for the Class IIA Correctional Facility in Palu for the Period of July-December 2023

Based on the data, it can be seen that during the period from July to December 2023, there was a significant fluctuation in achieving the monthly targets. Variations in the Anti-Corruption Perception Index (IPK) and the Public Satisfaction Index (IKM) may indicate issues related to the level of commitment from employees as part of the organization. To address the problems indicated by these fluctuations, the organization needs to enhance its commitment to transparency, open communication, and employee participation in decision-making. Therefore, it is important for an organization to focus on several human resource management goals, including the implementation of fairness in the workplace, the development of a positive organizational culture, employee empowerment, and strengthening commitment to the organization (Edelstein & Molinski, 2012)

According to Meyer & Allen (1991), commitment refers to the psychological condition that defines the bond between employees and their organization, influencing individuals' decisions to remain members of that organization. The organizational commitment fostered by each employee is closely tied to the presence of a supportive and conducive organizational environment (Zulham & Kusmiyanti, 2022). According to Greenberg and Baron (1993) in Chairy (2002), employees with strong commitment to their organization tend to be more consistent and productive, which can significantly contribute to organizational excellence. Employees with high dedication have a strong desire to be an integral part of the organization. For instance, punctuality in arriving at the office according to established hours is one form of an employee's commitment to the organization.



Source: Human Resources of the Class IIA Correctional Facility in Palu
(processed by the author, 2024)

Figure 3
Attendance Report of Morning Assembly for Staff at the Class IIA Correctional Facility in Palu for the Period of December 1-15, 202

Based on the diagram above, we can identify several gaps related to organizational commitment issues. The average staff tardiness at the Class IIA Correctional Facility in Palu reaches 10 out of 65 employees each day. According to Meyer & Allen (1991) regarding organizational commitment, high rates of tardiness and absenteeism indicate low affective commitment, where employees lack a strong emotional bond or identification with the organization, leading to decreased motivation to arrive on time or attend at all.

Research by Crow, Lee, & Joo (2012) explains that employee commitment to their organization is influenced by various critical aspects, including work pressure, decision-making processes, absenteeism, and the potential for employee turnover (Lambert et al., 2007). Made & Puspitawati (2014) show that a person's job satisfaction can directly impact their commitment to the organization, with higher satisfaction levels tending to increase commitment. According to Mianggi & Kusmiyanti (2023), employees with limited skills and knowledge may require more time to complete tasks that could otherwise be finished more quickly.

Workload should be aligned with employee knowledge and skills to optimize organizational performance. However, the education and training levels of employees at the Class IIA Correctional Facility in Palu remain relatively low, compounded by a shortage of staff, which affects the organization's operational efficiency. Based on workload analysis, the number of employees at the Class IIA Correctional Facility in Palu is still insufficient, resulting in some employees having to take on additional tasks to cover shortages in certain areas.

Table 1
Data on Employee Needs versus Available Staff at
the Class IIA Correctional Facility in Palu

Number of employees available	HR needs	Shortages
104	19	86

Source: Human Resources of the Class IIA Correctional Facility in Palu
(processed by the author, 2024)

Excessive workloads not matched by employee competencies can significantly impact organizational performance. The ongoing shortage of human resources results in additional workload (double job) for employees at the correctional facility, requiring them to complete all tasks even if they are not part of their responsibilities. This leads to a sense of organizational injustice among the employees themselves. According to Husmiati (2018), in her research on work stress theory, work stress occurs when job demands (in this case, workload) exceed employees' abilities (competence) and control to manage those demands.

As outlined in Indonesia's Labor Law No. 13 of 2003, work norms include working hours and breaks that organizations must adhere to in order to ensure a balance between workload and employee well-being. In this context, training and development programs are crucial for enhancing organizational performance. Based on Human Capital Theory articulated by Becker (2009), investment in human resource development through training is known to improve productivity and organizational performance. Employees may feel treated unfairly when they observe an imbalance between the workload they bear and their access to training opportunities.

Paul et al. (2012) argue that when individuals feel uncertain about their opinions or abilities, they tend to evaluate themselves by comparing themselves to similar others. Bakker & Demerouti (2007) also provide insights into how a lack of resources, including inadequate employee competencies, can lead to burnout and decreased work engagement, which in turn impacts organizational performance. Focusing on the influence of organizational justice on organizational commitment is particularly relevant and urgent, especially within correctional institutions, which present unique challenges.

Organizational justice, which includes procedural, distributive, and interactional dimensions, plays a vital role in shaping employees' perceptions of fairness in the workplace. This perception significantly affects their level of organizational commitment. Colquitt (2001) found that procedural and distributive justice are positively related to employees' affective commitment to the organization. In the context of correctional facilities, where demands for integrity and dedication are high, organizational justice becomes even more crucial.

The objective of this research is to provide valuable insights for understanding the influence of organizational justice on organizational commitment levels among employees at the Class IIA Correctional Facility in Palu. Given the background of the issues outlined above, the research question is whether there is an effect of organizational justice on the organizational commitment of employees at the Class IIA Correctional Facility in Palu.

The practical benefits expected from this research include a deeper understanding and input for the correctional institution regarding the urgency of organizational justice and the internal factors that can influence employee engagement

and loyalty. It is hoped that this research will inform policies and human resource management practices at the correctional facility to enhance employee organizational commitment, thereby improving organizational performance.

This research also provides the researcher with valuable experience in composing scientific work within a limited timeframe and serves as a learning opportunity for future scholarly writing. Additionally, the findings are anticipated to offer a deeper understanding of the influence of organizational justice on organizational commitment among employees at the Class IIA Correctional Facility in Palu, which will be useful for practical application in the field. Furthermore, the results may serve as a reference for other researchers conducting further studies and contribute to knowledge in the field of human resource management, particularly regarding the relationship between organizational justice and organizational commitment.

The theoretical benefits of this research are expected to contribute to the development of theory and scientific understanding in the field of human resource management, especially concerning organizational justice and organizational commitment among employees within organizations.

LITERATURE REVIEW AND HYPOTHESIS

Organizational Justice

Organizational justice theory emphasizes that perceptions of fairness in the relationship between authority and employees are crucial for creating a healthy and productive work environment. Adams (1965) stated that employees evaluate fairness by comparing their input-outcome ratios (such as education, experience, and salary) with those of their peers. Imbalances in this ratio can trigger feelings of injustice. Greenberg (1987) and Colquitt (2001) highlight that perceptions of justice significantly affect employee attitudes and behaviors at work, focusing on how management decisions are processed and how interactions between individuals and their environment influence employees' understanding of fairness.

Niehoff & Moorman (1993) argued that fairness in organizational processes and outcomes directly impacts employee attitudes and actions, while Cohen-Charash & Spector (2001) explained that employees actively compare their positions with those of coworkers, and perceived injustice can affect their behavior.

Distributive justice, which emphasizes balance between contributions and rewards received, is discussed by Colquitt (2001), while procedural justice, which pertains to how decisions are made, is outlined by Folger & Greenberg (1985). Yadav et al. (2016) added that procedural justice, which focuses on employee involvement in decision-making, can enhance their commitment and trust towards the organization.

Additionally, Greenberg & Colquitt (2005) emphasized the importance of interactional justice, which centers on fair interpersonal treatment, such as honesty, respect, and transparent communication. Factors like openness in processes, consistency in policy application, and opportunities for employee participation, as described by McFarlin & Sweeney (1992), further reinforce perceptions of justice. According to Robbins & Judge (2017), organizational justice also influences employee loyalty, commitment, and trust, which significantly impacts overall organizational effectiveness.

Organizational Commitment

Organizational commitment refers to the emotional attachment, involvement, and loyalty of employees towards their organization. Becker (1960) described commitment as the result of "side bets" or investments that would be lost if an individual leaves the

organization, while Porter (1979) defined it as the force binding individuals to the organization through identification and involvement. Meyer & Allen (1990) added that organizational commitment is the bond that keeps employees loyal, sharing values, and identifying with the organization's goals. Chen et al. (2015) referred to it as the extent to which an individual identifies with and engages in the organization.

Factors influencing organizational commitment include personal characteristics, organizational attributes, and work experiences (Meyer & Allen, 1990). Personal factors such as age and education, job characteristics like responsibilities and role conflicts, organizational structure (e.g., size and centralization), and work experiences (Sopiah, 2008) all play a role. According to Allen & Meyer (1990), there are three components of commitment: affective commitment, which involves emotional bonds and personal desire to remain; continuance commitment, driven by perceived costs of leaving; and normative commitment, based on moral obligations.

Colquitt et al. (2011) further clarified that affective commitment reflects the desire of employees to stay due to emotional ties, continuance commitment arises from awareness of costs associated with leaving, and normative commitment emerges from a sense of moral responsibility. Indicators of organizational commitment, according to Lambert & Hogan (2009), include pride in work, loyalty to the organization, alignment of personal and organizational values, inspiring work, and concern for the organization's future.

The Influence of Organizational Justice on Organizational Commitment

Previous research indicates that organizational commitment is significantly influenced by organizational justice. According to Allen & Meyer (1990), employees' perceptions of fairness in organizational processes and decisions can enhance their affective commitment, strengthening their emotional ties to the organization. Rupp & Cropanzano (2002) found that procedural justice and interactional treatment positively impact employee commitment levels. Lambert et al. (2007) further added that there is a positive correlation between organizational justice and organizational commitment, where perceptions of fairness in decision-making and interactions encourage higher levels of commitment.

Studies by Deressa et al. (2022) and Sun et al. (2022) also highlight a significant relationship between organizational justice and commitment, emphasizing that justice can be a strategy to enhance employee dedication. In summary, organizational justice plays a critical role in increasing employee loyalty and commitment to the organization. Research indicates that employees' assessments of procedural justice in decision-making and the interactional treatment they receive from the organization affect their sense of organizational commitment (Rupp & Cropanzano, 2002). Lambert et al. (2007) confirmed a positive correlation between organizational justice and organizational commitment.

Further research by Deressa et al. (2022) found a significant positive correlation between organizational justice and organizational commitment. Similar findings emerged from a study of police officers in Nigeria conducted by Sun et al. (2022), which indicated that enhancing organizational justice is a promising strategy for optimizing organizational commitment. When employees are treated fairly, it creates comfort for them, encouraging loyalty and a desire to remain within the organization.

This study involves two main variables: organizational justice as the independent variable and organizational commitment as the dependent variable. Organizational justice will be measured through various dimensions explored in the study by Niehoff & Moorman (1993), which identifies three key dimensions—distributive

justice, procedural justice, and interactional justice—that provide deep insights into how perceptions of fairness are formed in the workplace. Meanwhile, organizational commitment will be assessed through three dimensions based on Allen & Meyer (1990), who define organizational commitment as the condition in which an employee supports the organization and its goals, along with the desire to continue being part of it. Allen & Meyer (1990) articulated organizational commitment through an innovative three-component model, which includes affective commitment, continuance commitment, and normative commitment. In this analysis, the methods employed include factor analysis and regression analysis.

Hypotheses

Based on this approach, the researcher formulates the research hypotheses as follows:

H0: There is no effect of organizational justice on the organizational commitment of employees at the Class IIA Correctional Facility in Palu.

Ha: There is an effect of organizational justice on the organizational commitment of employees at the Class IIA Correctional Facility in Palu.

METHOD

For this research, a quantitative method was chosen as it effectively reveals the influence of organizational justice on organizational commitment among employees at the Class IIA Correctional Facility in Palu. By utilizing statistical methods, the quantitative research design can provide measurable and objective insights into the phenomenon under investigation. This study employs a cross-sectional survey type, conducted once for the sample. It analyzes the impact of organizational justice on organizational commitment using multivariate analysis techniques that combine factor analysis and regression analysis.

The two variables discussed in this study are: variable X, which represents organizational justice, and variable Y, which represents organizational commitment. The primary data consists of responses collected from a questionnaire distributed to the research population, specifically the employees of the Class IIA Correctional Facility in Palu. Secondary data is gathered from sources such as literature, documentation, academic books as supporting material, as well as valid websites and existing archives, both public and private.

In this research, non-random sampling techniques, also known as non-probability sampling, are employed. The researcher uses saturated sampling, a type of non-random sampling (total sampling), involving all individuals in the population. This approach is adopted to ensure that generalizations about the population are more accurate, as it focuses solely on characteristics present within the sample, without being influenced by factors outside of it, with a total sample size equal to the population, which is 104 individuals.

The measurement of the two variables related to organizational justice in this study uses instruments similar to those utilized by Deressa et al. (2022b), aimed at understanding the effect of organizational justice on organizational commitment. The measurement tool for organizational justice is based on Niehoff & Moorman (1993), which assesses three underlying dimensions of organizational justice: distributive justice (5 items), procedural justice (5 items), and interactional justice (9 items).

The instrument for measuring organizational commitment employs a modified version of the Allen & Meyer (1990) scale. This tool consists of 22 scale items across three dimensions: affective commitment (7 items), continuance commitment (7 items), and

normative commitment (8 items). A research instrument is deemed valid if it accurately generates data for measuring specific variables according to its intended use.

In this study, the researcher utilizes SmartPLS 4.0 to test the measurement model (outer model) through validity and reliability tests, as well as regression analysis (inner model), including R Square, F Square, and Path Coefficient.

RESULTS AND DISCUSSION

Cross Loading

Cross loading refers to the correlation between a construct and its measurement items that is greater than that with other constructs, indicating that the latent construct predicts its measurement better within its own block than across other blocks (Fornell and Larcker, as cited in Ghozali, 2011). The results of the cross loading test to analyze the outer model of this study can be seen in the Table 2.

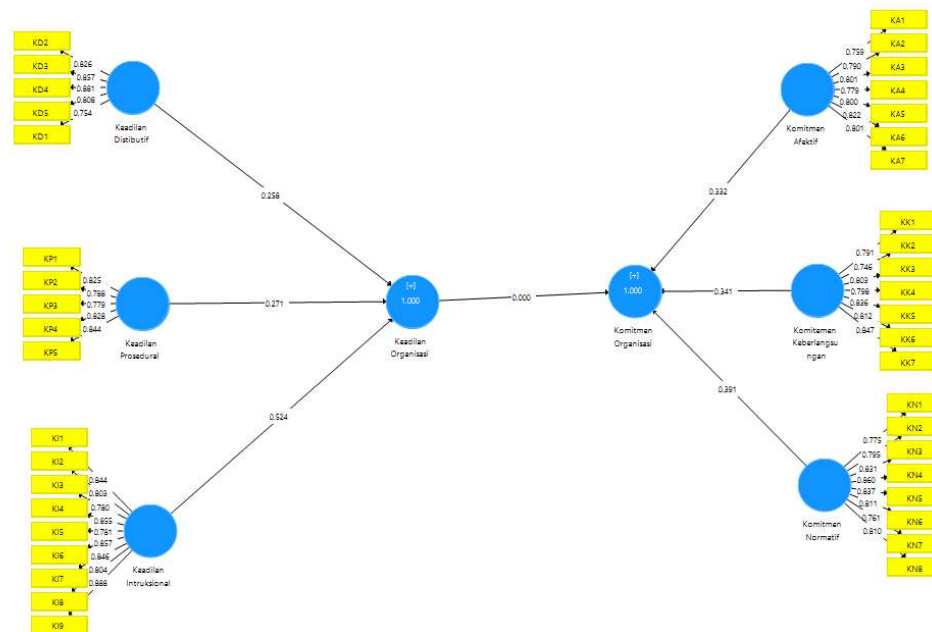


Figure 4
Measurement Evaluation Model

Table 2
Results of the Cross Loading Test

	Organizational Justice	Organizational Commitment
Distributive Justice	0,902	0,746
Interactional Justice	0,965	0,839
Procedural Justice	0,959	0,812
Continuance Commitment	0,828	0,948
Affective Commitment	0,778	0,947
Normative Commitment	0,787	0,924

Source: Primary Data SmartPLS 4.0. (processed by the author, 2024)

The results of the cross loading test for each dimension of the organizational justice and organizational commitment variables indicate that each dimension has a higher loading value on its own variable compared to other variables, demonstrating good discriminant validity.

Reliability and Average Variance Extracted (AVE)

Based on the Table 3, each variable has an AVE value > 0.50, indicating that every dimension has good validity. The composite reliability values for the dimensions are > 0.70, suggesting that each has good reliability.

Table 3
Results of the Reliability Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Justice	0,936	0,941	0,960	0,888
Organizational Commitment	0,934	0,935	0,958	0,883

Source: Primary Data SmartPLS 4.0. (processed by the author, 2024)

From the results, it can be seen that the AVE root values (the values on the main diagonal) are greater than the correlations between the latent variables (the values below the main diagonal). The AVE root value for organizational justice is 0.942, while for organizational commitment it is 0.940. The correlation between organizational justice and organizational commitment is 0.849, which is lower than the AVE root values for each variable.

Table 4
Results of the Fornell-Larcker AVE Test

	Organizational Justice	Organizational Commitment
Organizational Justice	0,942	
Organizational Commitment	0,849	0,940

Source: Primary Data SmartPLS 4.0. (processed by the author, 2024)

Coefficient of Determination R² (R-Square)

The analysis results for the R square value in the second order testing indicate that the organizational justice variable substantially explains the variability in organizational commitment. An R square value of 0.722 shows that 72.2% of the variability in organizational commitment can be explained by organizational justice.

Table 5
Results of the Coefficient of Determination Test

	R Square	Adjusted R Square
Organizational Commitment	0,722	0,719

Source: Primary Data SmartPLS 4.0. (processed by the author, 2024)

Effect Size (F Square)

Based on the F square (Table 6), it shows that the organizational justice variable has a strong effect on organizational commitment. An F square value of 2.591 indicates that organizational justice contributes significantly to explaining the variability of organizational commitment. In the context of F square analysis, values of 0.02, 0.15, and 0.35 are typically interpreted as small, medium, and large effects, respectively. Therefore, an F square value of 2.591 far exceeds the threshold for a large effect, indicating that organizational justice is crucial in influencing organizational commitment.

Table 6
Results of the F Square Test

	Organizational Justice	Organizational Commitment
Organizational Justice		2,591
Organizational Commitment		

Source: Primary Data SmartPLS 4.0. (processed by the author on May 13, 2024)

Hypothesis Testing

Based on the Table 7, it shows that the influence of the variable of organizational justice on organizational commitment is significant. The original path coefficient (O) of 0.849 indicates that organizational justice has a strong positive influence on organizational commitment. The sample mean (M) of 0.851 and standard deviation (STDEV) of 0.036 indicate the stability and consistency of the results. The very high T-statistic of 23.428 (which is the ratio of the path coefficient to the standard deviation) far exceeds the common threshold of 1.96 for a 5% significance level, indicating that this relationship is statistically significant. The P-value of 0.000 supports this conclusion, indicating that the probability of this result occurring by chance is very small.

Table 7
Results of the T Statistic Test

	Original Sample (O)	Avarage Sample (M)	Deviation Standard (STDEV)	T Statistic (O/STDEV)	P Values
Organizational Justice -> Organizational Commitment	0,849	0,851	0,036	23,428	0,000

Source: Primary Data SmartPLS 4.0. (processed by the author, 2024)

The results of the cross-loading test for each dimension of the organizational justice and organizational commitment variables indicate that each dimension has a higher loading value on its own variable compared to the other variables, suggesting good discriminant validity. The distributive justice dimension has a loading of 0.902 on the organizational justice variable, but only 0.746 on the organizational commitment variable. Similarly, the interactional justice dimension has a loading of 0.965 on organizational justice and 0.839 on organizational commitment, while procedural justice has a loading of 0.959 on organizational justice and 0.812 on organizational commitment. For the organizational commitment variable, the continuance commitment dimension has a loading of 0.948 on organizational commitment and 0.828 on organizational justice; affective commitment has a loading of 0.947 on organizational commitment and 0.778 on

organizational justice; and normative commitment has a loading of 0.924 on organizational commitment and 0.787 on organizational justice.

These values indicate that each dimension correlates more strongly with its expected variable than with the other variables, reinforcing that the second-order measurement model has good discriminant validity and effectively measures the constructs of organizational justice and organizational commitment separately. The results of the Fornell-Larcker analysis for the second-order testing show that the square root of the AVE for the organizational justice and organizational commitment variables is higher than the correlation values between these variables, further confirming good discriminant validity. The square root of the AVE for organizational justice is 0.942, while for organizational commitment it is 0.940. The correlation between organizational justice and organizational commitment is 0.849, which is lower than the square root of the AVE for each variable. This indicates that each variable is more strongly correlated with its own indicators than with the other variable. Therefore, it can be concluded that the measurement model used in this study has strong discriminant validity, ensuring that the variables of organizational justice and organizational commitment are measured clearly and separately, and are capable of effectively measuring unique concepts.

The inner model measurement, as a form of regression analysis, evaluates the quality of the model starting with the results of the determination coefficient test (R^2). The analysis of the R-square value for the second-order testing shows that the organizational justice variable substantially explains the variability in organizational commitment. The R-square value of 0.722 indicates that 72.2% of the variability in organizational commitment can be explained by organizational justice. The adjusted R-square value of 0.719, which accounts for the number of predictors in the model and provides an adjustment to the original R-square, indicates strong consistency with only a slight decrease from the original R-square. This confirms that the model has very good predictive capability and that organizational justice is a highly significant factor in determining the level of employee organizational commitment.

These values suggest that organizational justice plays an important role in influencing organizational commitment. Therefore, organizations aiming to enhance employee organizational commitment should focus on applying principles of justice in the work environment. For example, improving fairness in the selection of training participants to enhance employee competencies should be conducted transparently and openly to determine who is eligible to attend the training. The goal is to ensure that every employee experiences distributive justice, particularly regarding salary distribution, promotions, and career opportunities. Additionally, the allocation of workload should also consider the alignment between salaries received and the work results achieved. Fairness in providing equal opportunities for all employees in decision-making processes regarding organizational policies should involve not only structural officials at levels 4 and 5 but also give all employees the opportunity to express their opinions.

The next evaluation focuses on the F-square test results, which indicate that organizational justice has a very strong effect on organizational commitment, with an F-square value of 2.591. This value far exceeds the threshold for a large effect, which is typically interpreted as 0.35 or higher. This suggests that organizational justice significantly contributes to explaining the variability in organizational commitment. In this context, improvements in the perception of organizational justice substantially enhance employees' commitment to the organization. This test result emphasizes that the implementation of justice in organizational policies and practices is not only important

for employee well-being but also for strengthening their commitment to the organization, ultimately leading to improved overall organizational performance.

Hypothesis testing using bootstrapping can be assessed through the T-statistic value (significance of the path coefficient) and the p-value. Based on the hypothesis testing results, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_a) is accepted, indicating a significant influence of organizational justice on organizational commitment. The path coefficient value of 0.849 shows that organizational justice has a very strong positive effect on organizational commitment. This means that an increase in the perception of organizational justice will be followed by an increase in organizational commitment. The standard deviation (STDEV) value of 0.036 indicates a low level of variation in the measurement of the path coefficient, suggesting that the results are consistent and reliable. The T-statistic value of 23.428 far exceeds the general threshold of 1.96 for a 5% significance level. This very high T-statistic value indicates that the relationship between organizational justice and organizational commitment is statistically significant. In other words, there is very strong evidence that organizational justice affects organizational commitment. The p-value of 0.000 (which is less than 0.05) indicates that this result is significant at the 5% significance level. With such a low p-value, we can conclude that the likelihood of this relationship occurring by chance is very small. Overall, these hypothesis testing results demonstrate that organizational justice has a highly significant and positive influence on organizational commitment. This underscores the importance of justice in organizations, where employees who feel treated fairly by the organization tend to have higher commitment to that organization.

Additionally, regarding the VIF (Variance Inflation Factor) value, a VIF of 1.000 indicates that organizational justice can be interpreted independently in the model without the influence of multicollinearity. This provides confidence that the effect of organizational justice on organizational commitment measured is accurate and not affected by multicollinearity with other variables.

This research is consistent with previous studies that indicate organizational justice has a positive impact on employee organizational commitment. For instance, Lambert et al. (2021) highlighted the importance of enhancing job satisfaction and organizational commitment among staff, noting that one of the factors influencing organizational commitment is organizational justice. Their analysis revealed that all three forms of organizational justice significantly and positively affect organizational commitment. Similarly, research by Sun et al. (2022) on police officers in Nigeria found that increasing organizational justice is an effective strategy for optimizing organizational commitment. Deressa et al. (2022) also found a significant positive correlation between organizational justice and organizational commitment.

Overall, by understanding and managing each dimension of organizational justice—distributive justice, procedural justice, and interactional justice—organizations can maximize employee commitment. This not only allows organizations to remain competitive and effective but also helps create a fair work environment where employees feel valued and motivated to contribute fully to achieving long-term strategic goals.

CONCLUSION AND SUGGESTION

The main objective of this research is to examine the impact of organizational justice on employee organizational commitment at the Class IIA Correctional Institution in Palu. Based on the data analysis conducted, it can be concluded that organizational justice positively influences organizational commitment among employees at the Class IIA Correctional Institution in Palu. This indicates that organizational justice has a significant

impact on the level of organizational commitment experienced by employees. The influence of organizational justice on employee organizational commitment in this institution is measured at 72.2%, while the remaining 27.8% is influenced by other variables. In other words, besides organizational justice, there are other factors that affect employee organizational commitment at the Class IIA Correctional Institution in Palu.

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