

## Factors Affecting Organizational Commitment of Department of Corrections Personnel in Pathum Thani Province

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### Abstract

The purposes of this research were to study 1) the influence of job characteristics on the organizational commitment of personnel in Pathum Thani Provincial Prison, 2) the influence of job characteristics on the work experience of personnel in Pathum Thani Provincial Prison, 3) the influence of work experience on the organizational commitment of personnel in Pathum Thani Provincial Prison, and 4) the influence of work experience as a mediating variable in the relationship between job characteristics and organizational commitment of personnel in Pathum Thani Provincial Prison. The sample comprised 400 personnel of the Department of Corrections in Pathum Thani Province, selected through three-stage sampling: first using probability sampling to select six major correctional facilities, then applying proportional stratified random sampling based on facility size, and finally using convenience sampling within each facility. Data was collected through questionnaires and analyzed using frequency, percentage, mean, standard deviation, and inferential statistics. The research results revealed: 1) Regarding work characteristics, respondents had high overall opinions, with work clarity receiving the highest average score. 2) For work experience, respondents showed high-level opinions, with the agency's member prioritization receiving the highest average. 3) Concerning organizational commitment, respondents demonstrated the highest level of opinion, with psychological connection scoring the highest average. 4) Hypothesis testing found that job characteristics had significant direct and indirect influences on organizational commitment, with a total effect value of 0.812, indicating job characteristics' crucial role in building organizational commitment. Job characteristics strongly influenced work experience (0.715), while work experience had a significant but low impact (0.119) on organizational commitment.

**Keywords:** job characteristics; work experience; organizational commitment; correctional personnel; employee retention

## Introduction

The Department of Corrections is crucial in managing, supervising, and rehabilitating prisoners, which demands highly skilled, dedicated, and committed personnel. This is particularly significant in Pathum Thani Province, which houses several extensive correctional facilities with a substantial inmate population. However, recent trends indicate a rising turnover rate among Department of Corrections personnel, characterized by frequent resignations and transfers. Studies have found that organizational commitment consistently predicts turnover intent among correctional officers (Griffin et al., 2020). This issue adversely affects operational efficiency, continuity, and long-term development. Consequently, understanding the factors influencing organizational commitment is essential for enhancing personnel retention and improving institutional effectiveness (Lambert et al., 2020). Despite existing studies on organizational commitment in various government agencies, research addressing the Department of Corrections remains limited. The existing literature does not comprehensively examine job characteristics and work experience as determinants of organizational commitment within the correctional system. Previous studies have emphasized three key dimensions of commitment: affective commitment, continuance commitment, and normative commitment (Vickovic et al., 2022; Griffin & Hepburn, 2005). However, a significant research gap persists regarding the in-depth analysis of specific job characteristics, such as skill diversity, job uniqueness, job challenge, work autonomy, and feedback, as well as work experience factors like trust and reliability, organizational support, member expectations, and coworker attitudes (Jiang et al., 2018). Addressing this gap is crucial for tailoring management strategies that align with the unique nature of correctional work.

A recent study found that correctional officer turnover rates in various countries range between 20% and 25% annually, significantly impacting institutional stability and personnel well-being (Mikytuck & Cleary, 2016). Furthermore, correctional officers who report high job stress and burnout are significantly more likely to consider leaving their jobs (Vickovic et al., 2022).

This study examines the influence of job characteristics on personnel's organizational commitment in Pathum Thani Provincial Prison. It will also investigate how job characteristics impact the work experience of personnel and how work experience influences their organizational

commitment. Additionally, it will explore the role of work experience as a mediating variable in the relationship between job characteristics and organizational commitment. Understanding these factors will contribute to formulating effective human resource management strategies tailored to the correctional context, fostering higher levels of commitment and reducing personnel turnover. Moreover, this research will provide valuable policy recommendations for designing effective personnel development programs that align with employee needs and expectations, ultimately ensuring the retention of skilled professionals and the sustainable enhancement of organizational performance (Jiang et al., 2018).

## Research Objectives

- 1 . To study the influence of job characteristics on the organizational commitment of personnel in Pathum Thani Provincial Prison
- 2 . To study the influence of job characteristics on the work experience of personnel in Pathum Thani Provincial Prison
- 3 . To study the influence of work experience on the organizational commitment of personnel in Pathum Thani Provincial Prison
- 4 . To study the influence of work experience as a mediating variable in the relationship between job characteristics and organizational commitment of personnel in Pathum Thani Provincial Prison

## Literature Review

### Job Characteristics and Organizational Commitment

The concept of job characteristics has been extensively studied since Hackman and Oldham's (1976) Job Characteristics Theory, which introduced five core dimensions: skill variety, task identity, task significance, autonomy, and feedback. This framework has been expanded through subsequent studies to explore its influence on organizational commitment. For instance, Jiang et al. (2018) analyzed the role of feedback and found that consistent and constructive feedback positively influenced normative commitment. Recent studies have reinforced the relationship between job characteristics and organizational commitment. Ahmad (2018) demonstrated that job characteristics significantly influence affective and normative commitment, with employees reciprocating supportive job environments with increased dedication to the

organization. Additionally, Pentareddy and (2015) found that job characteristics, combined with leadership and empowerment, play a crucial role in shaping employees' affective commitment, further supporting the notion that well-structured job roles contribute to long-term organizational attachment. Despite these findings, previous research has not fully examined how job characteristics function across various organizational contexts, particularly in hybrid work environments or rapidly changing industries. This study aims to fill this gap by analyzing how job characteristics shape organizational commitment in dynamic work settings. Therefore, we propose Hypothesis 1 (H1): Job characteristics positively affect organizational commitment.

### **Work Experience and Organizational Commitment**

Work experience shapes employees' perceptions of and relationships with their organizations. Prior studies highlight the importance of organizational support in fostering commitment. For example, Lambert et al. (2012) emphasized the role of organizational trust and credibility, showing that transparency in management, fairness in evaluations, and open communication were critical drivers of affective and normative commitment. Also, Lambert et al. (2017) found that shared goals, mutual support, and positive coworker relationships strengthen organizational commitment. Recent research supports these findings, emphasizing the evolving nature of organizational commitment. Mishra et al. (2025) examined the link between work experience and employee engagement, demonstrating that employees with greater tenure exhibit more substantial organizational commitment. Their study highlighted that engagement leads to positive workplace outcomes, such as job satisfaction and reduced turnover intentions, reinforcing the idea that work experience fosters commitment. Furthermore, Abdelhadi et al. (2025) explored the impact of workplace stressors on commitment and found that poorly managed work environments contribute to job dissatisfaction and lower levels of commitment. Their findings underscore the importance of psychological well-being in sustaining employee dedication to an organization. Although previous studies have established the importance of work experience, there is limited research on how employees' career progress and changing organizational dynamics influence commitment over time. This study seeks to bridge this knowledge gap by examining how different work experiences interact with job characteristics to impact commitment. Therefore, we propose Hypothesis 2 (H2): Work experience positively affects organizational commitment.

### Job Characteristics, Work Experience, and Organizational Commitment

The study of the relationship between the three variables has received increasing attention in the past decade. Khan and Khan (2020) examined the relationship between perceived quality of work life and organizational commitment, emphasizing that job characteristics such as autonomy, support, and fair rewards significantly contribute to employee commitment. Their findings highlight that work experience moderates this relationship, with more experienced employees demonstrating more substantial organizational commitment in response to favorable job conditions. Similarly, Lee and Kim (2023) analyzed the role of job satisfaction and psychological well-being as mediating variables, demonstrating that a positive work environment enhances employee commitment through improved job experience and emotional well-being. Lee and Kim (2023) also found that employee experience, shaped by the physical, technological, and cultural aspects of the workplace, is crucial in determining organizational commitment. Their findings suggest that well-structured job characteristics positively influence work experience, enhancing commitment by fostering perceived organizational support and trust. Therefore, this study proposes hypothesis 3 (H3) that job characteristics positively affect work experience, and hypothesis 4 (H4) that work experience is a mediating variable between job characteristics and organizational commitment.

The conceptual framework can be drawn from the literature review, as shown in Figure 1.

### Conceptual Framework

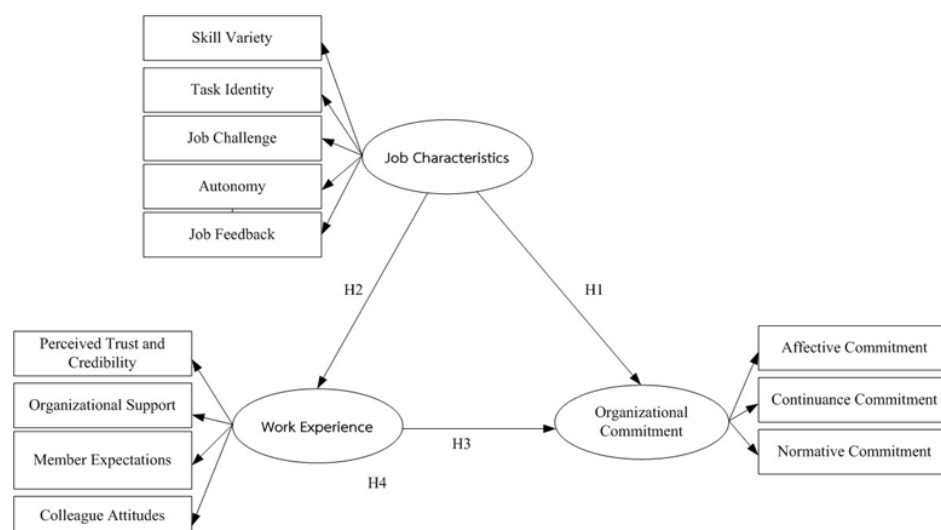


Figure 1: Conceptual Framework

## Research Methodology

The research methodology involved designing a structured five-part questionnaire that included demographic information, job characteristics factors, work experience factors, organizational commitment, and open-ended questions for suggestions. Given the Department of Corrections' significant role in Thailand's justice system, particularly in Pathum Thani province, which houses six major correctional facilities. The target population consisted of corrections personnel across all facilities in Pathum Thani province. The sample size was determined using the PLS-SEM technique, requiring a minimum sample of 20 times the number of observed variables (Hair et al., 2011). With 20 observed variables related to job characteristics, the minimum required sample size was 400 respondents.

The sampling process followed three stages. First, probability sampling was used to select the six most extensive correctional facilities in Pathum Thani. Second, proportional stratified random sampling was applied to allocate sample sizes based on facility proportions, ensuring representative participation across all institutions. Specifically, Pathum Thani Provincial Prison had 53 respondents, Thanyaburi District Prison had 70, Pathum Thani Special Treatment Center had 67, Women's Special Treatment Center had 76, Central Youth Detention Center had 110, and Pathum Thani Central Detention Center had 24. Lastly, a screening process was implemented within each facility to ensure that only relevant personnel participated. Participants must be full-time corrections personnel with at least one year of experience, actively working in administrative, supervisory, or operational roles. Temporary staff, interns, and those in administrative roles unrelated to correctional operations were excluded. Convenience sampling was used within each facility to collect responses (Henseler & Dijkstra, 2015).

Before collecting data, the questionnaire was validated to ensure that the content was correct and relevant. Three experts assessed the content validity using the Index of Item Objective Congruence (IOC) to ensure that all items scored higher than 0.75 (Rovinelli & Hambleton, 1977). A pilot study with 30 non-sample respondents was conducted to assess the instrument's reliability, using Cronbach's alpha of 0.7 as the reference criterion (Hair et al., 2010); the results followed the criterion. The final questionnaire was distributed directly within the detention center in a controlled environment for a period of one month.

The study measured key constructions based on well-established theoretical frameworks. Job characteristics were assessed using 20 items distributed across five dimensions: skill variety,

task identity, task challenge, work autonomy, and job feedback, following Hackman and Oldham's (1980) model. Work experience was evaluated through 16 items across four dimensions: trust and reliability among members, organizational importance to members, member expectations of the organization, and coworker attitudes, based on Steers' (1977) framework. Organizational commitment was measured using 12 items across three dimensions—ffective commitment, continuance commitment, and normative commitment—following Meyer et al.'s (1993) model. All items were rated on a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), as per Srisaard's (2002) guidelines.

Statistical measures were conducted to ensure the instrument's reliability and validity. The reliability of each construct was confirmed using Cronbach's alpha, Composite Reliability (CR), and Average Variance Extracted (AVE). Job characteristics had a Cronbach's alpha of 0.89, CR of 0.91, and AVE of 0.68. Work experience had a Cronbach's alpha of 0.87, CR of 0.90, and AVE of 0.66. Organizational commitment had a Cronbach's alpha of 0.85, CR of 0.88, and AVE of 0.64. These values ensured the questionnaire met internal consistency reliability and convergent validity standards, following Fornell and Larcker's (1981) criteria.

The data collection process was systematic, beginning with finalizing the questionnaire and securing official permissions from correctional facility administrators. The surveys were then distributed in designated indoor environments, such as staff meetings or training sessions, to ensure consistency in administration. Completed questionnaires were collected and verified before proceeding with data analysis. The study utilized descriptive statistics and PLS-SEM for data analysis, following Henseler et al.'s (2016) methodology, which included examining both the measurement model (outer model) and the structural model (inner model) to assess reliability, validity, and hypothesized relationships between variables.

In addition to primary data collection, secondary data was gathered from literature reviews, relevant theories, research papers, books, journals, and online databases. This comprehensive research methodology ensured high-quality data collection, supporting the study's objectives and providing robust insights into the factors affecting corrections personnel in Pathum Thani province.

## Research Results

### Assessment of the Measurement Mode

**Table 1** Validity and reliability of measurement model

Item		Loadings	VIF	Cronbach's alpha	rho_a	rho_c	AVE
Job Characteristics	Autonomy	0.552	1.27	0.839	0.873	0.887	0.617
	Job Challenge	0.761	1.83				
	Job Feedback	0.822	2.01				
	Task Identity	0.847	2.87				
	Skill Variety	0.900	3.49				
Organizational Commitment	Perceived Trust and Credibility	0.739	2.21	0.906	0.907	0.942	0.843
	Colleague Attitudes	0.763	1.71				
	Member Expectations	0.838	2.09				
	Organizational Support	0.845	2.78				
Work Experience	Normative Commitment	0.885	2.35	0.809	0.812	0.875	0.636
	Affective Commitment	0.921	3.81				
	Continuance Commitment	0.947	4.83				

The analysis of the measurement model began with the examination of convergent validity by considering the factor loadings. It was found that all variables had factor loadings higher than 0.5, which passed the specified criteria (Hair et al., 2010). The Job Characteristics had factor loadings between 0.552 and 0.900, the Organizational Commitment had values between 0.739 and 0.845, and the Work Experience had values between 0.885 and 0.947. In addition, when considering the average variance extracted (AVE), it was found that all latent variables had AVE values higher than 0.5 (Fornell & Larcker, 1981). Job Characteristics had an AVE value of 0.617, Organizational Commitment had a value of 0.843, and Work Experience had a value of 0.636, indicating that the variables had good convergent validity. In terms of reliability, The analysis results show that all variables have Cronbach's Alpha reliability values higher than 0.7 according to the criteria recommended by Nunnally and Bernstein (1994), with Job Characteristics having a value of 0.839, Organizational Commitment having a value of 0.906 and Work Experience having a value of 0.809, which is consistent with the composite reliability (rho\_c) values of all variables



having a value higher than 0.7 (Bagozzi & Yi, 1988) with values of 0.887, 0.942 and 0.875, respectively, including the rho\_a values that show results in the same direction.

**Multicollinearity test (Multicollinearity)** It was found that all variables had VIF (Variance Inflation Factor) values lower than 5 according to the criteria suggested by Hair et al. (2010), with Job Characteristics having VIF values between 1.27 and 3.49, Organizational Commitment having values between 1.71 and 2.78, and Work Experience having values between 2.35 and 4.83, indicating that there was no severe multicollinearity problem. When analyzing the details of each component, it was found that Job Characteristics, consisting of 5 indicators, had Skill Variety as the indicator with the highest weight (0.900), while Autonomy had the lowest weight (0.552), but it was still within the acceptable range. As for the Organizational Commitment, consisting of 4 indicators, it had the highest AVE value (0.843) and the highest confidence ( $\alpha = 0.906$ ), with all indicators having component weights higher than 0.7. As for Work Experience, consisting of 3 indicators, it had a very high component weight. (0.885–0.947) and has good reliability ( $\alpha = 0.809$ ). Although Continuance Commitment has the highest VIF value (4.83), it is still within the acceptable range.

From all the analysis results, it can be concluded that this measurement model has good quality in terms of both validity and reliability. All indicators have statistical values that pass the standard criteria accepted in research (Hair et al., 2010). No serious problems in validity or reliability were found, and there were no serious multicollinearity problems, which shows that this model is suitable for use in further analysis.

## Discussion

The findings of this study on factors affecting organizational commitment among Department of Corrections personnel in Pathum Thani Province revealed several significant relationships that both support and extend existing theoretical frameworks.

Regarding the first research objective examining job characteristics' influence on organizational commitment, the results showed a moderate direct influence ( $\beta = 0.528$ ,  $p < 0.001$ ,  $f^2 = 0.38$ ). This finding aligns with Hackman & Oldham's (1976) Job Characteristics Theory, particularly in how skill variety and task identity contribute to psychological states that foster commitment. The results are consistent with Ahmad's (2018) findings that well-designed jobs enhance both affective and normative commitment. However, our findings differ from Lambert

et al. (2019), who found a stronger direct relationship ( $\beta = 0.67$ ) in their study of correctional officers, suggesting that institutional context may moderate this relationship.

For the second research objective investigating job characteristics' influence on work experience, our study found a strong direct influence ( $\beta = 0.708$ ,  $p < 0.001$ ,  $f^2 = 1.007$ ). This robust relationship supports Griffin & Hepburn's (2005) findings on the critical role of job design in shaping work experiences within high-risk correctional environments. The strength of this relationship exceeds what Jiang et al. (2018) found in their study of Chinese correctional officers ( $\beta = 0.52$ ), possibly reflecting differences in organizational culture and institutional structures.

Concerning the third research objective examining work experience's influence on organizational commitment, the results revealed a significant but modest effect ( $\beta = 0.330$ ,  $p < 0.001$ ,  $f^2 = 0.148$ ). This finding partially supports Lambert et al.'s (2017) research on Southern prison staff, though they found a stronger relationship ( $\beta = 0.45$ ). The difference might be attributed to varying organizational support systems and cultural contexts, as suggested by Lee & Kim (2023).

The fourth research objective, investigating work experience as a mediating variable, yielded particularly interesting results ( $\beta = 0.233$ ,  $p < 0.001$ ). This partial mediation effect aligns with Khan & Khan's (2020) findings on the complex mechanisms through which job characteristics influence commitment. However, our results show a weaker mediating effect than what Vickovic et al. (2022) found in their study of correctional officers ( $\beta = 0.41$ ), suggesting that direct effects may be more prominent in our context.

These findings extend current theoretical understanding in several ways. First, they demonstrate that the relationship between job characteristics and organizational commitment in correctional settings is more complex than previously theorized by Hackman and Oldham (1976), with work experience playing a crucial mediating role. Second, they support Lambert et al.'s (2020) assertion that organizational commitment in correctional institutions develops through multiple pathways, both direct and indirect.

Our results differ from some previous studies in interesting ways. While Mikytuck and Cleary (2016) found job characteristics to be the dominant predictor of commitment, our study suggests a more balanced influence between structural and experiential factors. Similarly, while Jiang et al. (2018) emphasized the primacy of work experience in Chinese corrections, our findings

indicate a more nuanced interplay between job characteristics and work experience in the Thai context.

These differences might be attributed to several factors specific to the Thai correctional system, including cultural values, organizational structures, and management practices. The stronger influence of job characteristics on work experience in our study, compared to previous research, suggests that careful job design may be particularly crucial in the Thai correctional context.

The findings have important theoretical implications, suggesting that models of organizational commitment in correctional settings should account for both structural (job characteristics) and experiential factors, with particular attention to their interactive effects. This extends beyond traditional linear models of commitment development, supporting more recent theoretical frameworks that emphasize the dynamic nature of organizational commitment in high-stress environments (Lambert et al., 2020).

## Conclusion

The results of this research show the causal relationship between job characteristics, work experience, and organizational commitment of the Department of Corrections personnel in Pathum Thani Province. It was found that job characteristics have both direct and indirect influences on organizational commitment through work experience. The fact that work experience is a partial mediator variable reflects that the development of organizational commitment must be carried out in an integrated manner, both in designing appropriate work and creating good work experience. The results of this research can be applied to determine human resource management policies and guidelines for developing work systems that are consistent with personnel needs to retain quality personnel and develop organizational efficiency sustainably. The development of organizational commitment in the context of corrections work must consider both structural factors of work and experience factors, which will lead to the development of effective and sustainable organizations in the long term.

## Structural Modelling Evaluation

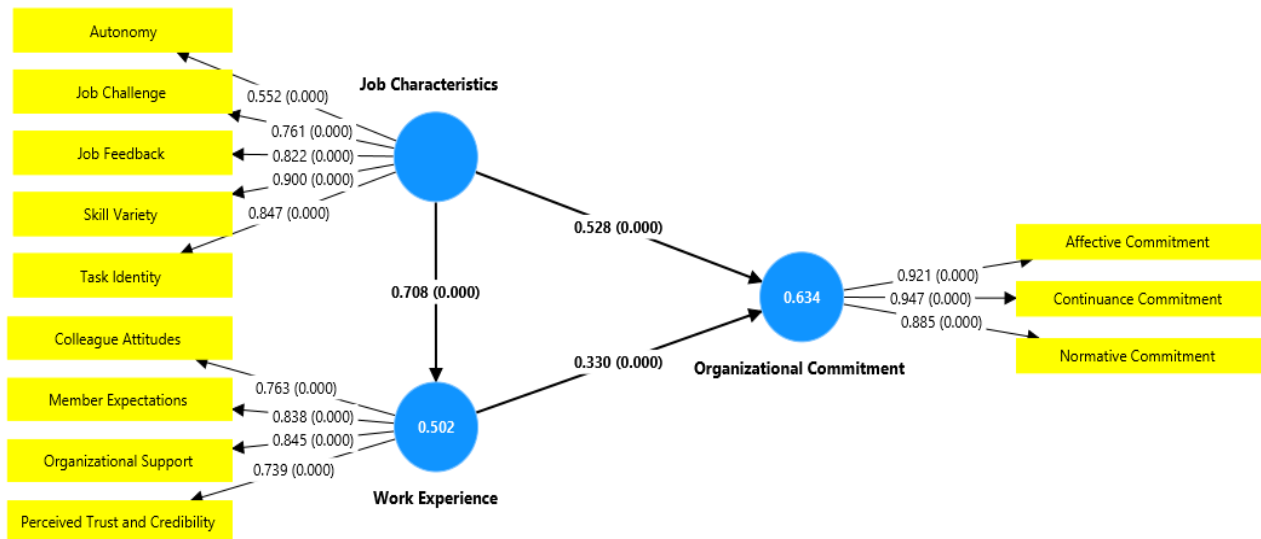


Figure 2 shows the cause-and-effect relationship of organizational commitment.

From the study of the causal relationship of organizational commitment, it was found that job characteristics, consisting of work autonomy, job challenge, feedback, skill diversity, and job clarity, had a direct influence on organizational commitment with a path coefficient of 0.528 and a direct influence on work experience with a path coefficient of 0.708.

As for work experience, consisting of coworker attitudes, member expectations, organizational support, and trustworthiness, it was found that it had a direct influence on organizational commitment with a path coefficient of 0.330.

As for organizational commitment, it was found that it consisted of affective commitment, continuance commitment, and normative commitment. All observable variables had component weights between 0.885 and 0.947, indicating a high level of relationship.

The analysis results showed that job characteristics and work experience influenced organizational commitment, with all relationship paths being statistically significant at the 0.000 level. In addition, the component weights of all observable variables were between 0.55 and 0.90, indicating a relatively high relationship between the latent variables and the observable variables.

**Table 2** Bootstrapping results for structural model evaluation and Effect size ( $f^2$ )

	Relationship	b	t-value	p-value	$f^2$
H1	Job Characteristics → Organizational Commitment	0.528	9.766	0.000	0.38
H2	Job Characteristics → Work Experience	0.708	24.176	0.000	1.007
H3	Work Experience → Organizational Commitment	0.330	5.360	0.000	0.148

The Structural Model Analysis using the Bootstrapping method shows the relationship between the three variables as follows:

Hypothesis 1 (H1) The analysis results show that Job Characteristics have a statistically significant positive influence on Organizational Commitment ( $\beta = 0.528$ ,  $t = 9.766$ ,  $p < 0.001$ ) with an effect size (effect size:  $f^2$ ) of 0.38, which is considered a moderate influence according to the criteria of Cohen (1988) that states that  $f^2$  with a value of 0.35 is considered a moderate influence.

Hypothesis 2 (H2) The analysis results show that Job Characteristics have a statistically significant positive influence on Work Experience ( $\beta = 0.708$ ,  $t = 24.176$ ,  $p < 0.001$ ) with an effect size ( $f^2$ ) of 1.007, which is considered a high influence. Since it is higher than 0.35 according to Cohen's (1988) criteria

Hypothesis 3 (H3) The analysis results found that Work Experience has a statistically significant positive influence on Organizational Commitment ( $\beta = 0.330$ ,  $t = 5.360$ ,  $p < 0.001$ ) with an influence size ( $f^2$ ) of 0.148, which is considered a small to medium influence size according to Cohen's (1988) criteria, which states that  $f^2$  with a value of 0.15 is considered a medium influence size.

The results of the analysis show that all hypotheses are supported by empirical data. There is a statistically significant relationship in every relationship studied (Hair et al., 2019), especially the relationship between Job Characteristics and Work Experience, which shows the highest influence size, followed by the relationship between Job Characteristics and Organizational Commitment and the relationship between Work Experience and Organizational Commitment, respectively.

**Table 3** Mediation effect test

	Relationship	b	t-value	p-value
H4	Job Characteristics → Work Experience → Organizational Commitment	0.233	5.378	0.000

Mediation Analysis for Hypothesis 4 (H4) shows that Work Experience is a mediating variable in the relationship between Job Characteristics and Organizational Commitment with statistical significance ( $\beta = 0.233$ ,  $t = 5.378$ ,  $p < 0.001$ ) according to the concept of Baron and Kenny (1986) that states that the test for the influence of being a mediating variable must consider both direct and indirect relationships. When considering together with the analysis results from Table 2 showing the direct relationship between Job Characteristics and Organizational Commitment ( $\beta = 0.528$ ), it was found that in this case, it is a partial mediation according to the criteria of Hair et al. (2017) because both direct and indirect influences are statistically significant, with Work Experience acting as a mediating variable that helps explain the mechanism of the relationship between Job Characteristics and Organizational Commitment. The finding of this partial mediation reflects that Job Characteristics can affect Organizational Commitment and can be transmitted both directly and indirectly through Work Experience, which is consistent with the concept of Preacher and Hayes (2008) who described partial transmission as a common form in behavioral science research, as organizational behavior is often complex and has multiple mechanisms of action.

### New Knowledge from Research

Based on the study of factors affecting organizational commitment among Department of Corrections personnel in Pathum Thani Province, several key findings emerged through the analysis of relationships between job characteristics, work experience, and organizational commitment.

First, the research revealed that job characteristics significantly influence organizational commitment both directly and indirectly. The direct influence was found to be moderate ( $\beta = 0.528$ ), indicating that well-designed jobs with clear roles, diverse skill requirements, and appropriate autonomy contribute substantially to personnel's commitment to the organization. Job clarity and skill variety emerged as particularly important elements, suggesting that when correctional personnel clearly understand their roles and can utilize various skills, they develop stronger organizational bonds.

Second, the study found that job characteristics have a strong direct influence on work experience ( $\beta = 0.708$ ). This robust relationship demonstrates that how jobs are structured and designed significantly shapes the quality of work experiences for correctional personnel. Well-designed positions that offer clear objectives, appropriate challenges, and opportunities for skill development contribute to more positive work experiences, particularly in the high-stress environment of correctional facilities.

Third, work experience showed a significant though moderate influence on organizational commitment ( $\beta = 0.330$ ). The research highlighted that positive work experiences, particularly in areas of trust development, organizational support, and constructive coworker relationships, contribute to building stronger organizational commitment. This finding emphasizes the importance of creating supportive work environments that foster positive interpersonal relationships and professional growth opportunities.

Fourth, the research identified work experience as a crucial mediating variable between job characteristics and organizational commitment ( $\beta = 0.233$ ). This partial mediation effect reveals that the path to building organizational commitment is complex and multifaceted, operating through both direct job design elements and indirect experiential factors. This finding suggests that organizations need to focus on both structural aspects of work and the quality of work experiences to effectively build commitment among personnel.

The synthesis of these findings indicates that developing organizational commitment in correctional settings requires an integrated approach. Administrators should focus on designing clear, well-structured jobs while simultaneously fostering positive work experiences through supportive organizational practices. This dual focus on both job design and experiential factors appears crucial for building and maintaining strong organizational commitment among correctional personnel.

Furthermore, the research suggests that organizational commitment development follows multiple pathways, emphasizing the need for comprehensive human resource management strategies. These strategies should address both the structural elements of work through careful job design and the experiential aspects through supportive organizational practices and positive workplace relationships.

This knowledge contributes to understanding how correctional institutions can better retain qualified personnel and develop sustainable organizational efficiency. The findings suggest that by

attending to both job characteristics and work experiences, organizations can create conditions that foster strong commitment among their personnel, ultimately supporting the crucial mission of correctional facilities in maintaining public safety and rehabilitating inmates.

## **Suggestion**

Based on the findings, the researcher has the following suggestions

### **1. Suggestions for the utilization of research results**

The results of the research on job characteristics showed that the work with clarity and diversity of job skills has the highest average, so it is necessary for the relevant person or supervisor to provide clarity in the order to order or assign tasks, as well as the variety of skills to the personnel who work with the organization to increase the efficiency of employee work and create awareness of the value of the job. By explaining the details of every step to the personnel that the work is important, the personnel should be responsible for the work from the beginning to the end, which will make the personnel feel proud of the work and cause satisfaction in the work.

The results of the work experience research showed the importance of the members of the organization and the feeling of trust and reliability of the members of the organization. Therefore, the relevant people or superiors need to create a collaborative atmosphere. There is no division into groups to create a sense of solidarity. Having teamwork will help employees reassure themselves. It makes employees feel accepted and has more opportunities to interact with others.

The results of the Organizational Commitment Research showed psychological attachment and retention attachment. Therefore, stakeholders or supervisors need to encourage and support to create more opportunities for personnel to participate in the organization, such as allowing employees to participate in expressing ideas. Attitude: Setting goals or policies of the organization. Listen to the opinions of personnel more so that personnel feel that they are part of the organization. Create love, and bonding, and encourage a working atmosphere of coexistence in the organization. Teamwork should also create a friendly relationship with personnel and take care of personnel regularly. Internal activities are organized to increase cohesion in the organization and make personnel interact more with each other.

### **2. Suggestions for the next research**

The organizational commitment of personnel in other departments in the same group should be studied to compare the results of the study to see if they are consistent or different.



To be used as a guide for organizational management and development. Other translators that affect organizational commitment, such as leadership, organizational effectiveness, compensation management, etc. To benefit the development of the organization, problems and obstacles should be studied. Operational characteristics, work experience, and attachment to the organization in various aspects so that the organization can improve and develop the problems that arise. Continue to be efficient and effective.

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