

The effect of psychological empowerment, organizational justice, affective commitment, and self-efficacy on task performance: Research on probation officers in Indonesia

Sri Wulandari^{1*}, Dudi Hendrakusuma Syahlani², Elok Savitri Pusparini³

University of Indonesia, Jawa Barat, Indonesia^{1,2,3}

anda_wulan@yahoo.com¹, dudihendrakusuma@gmail.com², eloksp@ui.ac.id³



Article History

Received on 01 July 2025

1st Revision on 27 August 2025

2nd Revision on 08 September 2025

Accepted on 16 September 2025

Abstract

Purpose: This research aims to analyze the effects of psychological empowerment, organizational justice, affective commitment, and self-efficacy on task performance among probation officers in Indonesia. Additionally, this research examines the mediating roles of affective commitment and self-efficacy in the relationship between psychological empowerment and organizational justice, focusing on task performance.

Methodology/approach: The approach used in this research is quantitative, employing a survey method. Data were collected through the distribution of online questionnaires that successfully captured 360 respondents, and after the data cleaning process, 328 valid data points were analyzed using Structural Equation Modeling (SEM) through the Lisrel application.

Results/findings: The results showed that psychological empowerment, organizational justice, affective commitment, and self-efficacy have a significant and positive impact on task performance. Additionally, it was found that affective commitment and self-efficacy also serve as significant mediators in strengthening the influence of psychological empowerment and organizational justice on task performance.

Conclusion: The conclusion of this research reveals that both individual psychological factors and perceptions of organizational justice play a crucial role in enhancing employee task performance.

Limitations: The limitations of this research lie in its use of a cross-sectional design and the limited scope of one type of functional position, specifically probation officers.

Contribution: This research makes a practical contribution to the Directorate General of Corrections and Correctional Centers by developing performance improvement strategies based on a human resource management approach that incorporates both individual and organizational factors.

Keywords: *Affective Commitment, Organizational Justice, Psychological Empowerment, Self-Efficacy, Task Performance*

How to Cite: Wulandari, S., Syahlani, D. H., & Pusparini, E. S. (2025). The effect of psychological empowerment, organizational justice, affective commitment, and self-efficacy on task performance: Research on probation officers in Indonesia. *Annals of Human Resource Management Research*, 5(3), 195-208.

1. Introduction

The development of the New Public Management (NPM) concept has created a new paradigm in public-sector management. It encourages governments worldwide to adopt modern management principles

that are efficient, innovative, and results-oriented (Alkaabi, Hazzam, Wilkins, & Dan, 2024). In the Indonesian context, the application of NPM is reflected in bureaucratic reform efforts, one of which is the simplification of organizational structures and the strengthening of Specific Functional Positions (JFT or *Jabatan Fungsional Tertentu*), as stipulated in PermenPANRB Number 25 of 2021. This emphasizes the importance of individual performance as the basis for career development, especially in the State Civil Apparatus (ASN or *Aparatur Sipil Negara*).

One of the JFTs who play an important role in the correctional system is the probation officer (PK or *Pembimbing Kemasyarakatan*). PKs are tasked with carrying out Community Research (*Litmas*), mentoring, guidance, and supervision of correctional clients, as stipulated in Law Number 22 of 2022 and Permenkumham Number 41 of 2017. The complexity of PK tasks demands high task performance, as these tasks have direct implications for the quality of prisoner development, community protection, and the success of the client's social reintegration process. However, various structural challenges and limited resources affect the PK performance. The current number of PKs is 2,631, while the ideal number is 4,859, indicating a shortage of 2,228 PKs (Directorate General of Corrections, 2024). This shortage has led to increased workloads, especially in remote areas and those with prison overcapacity, contributing to low credit scores as a basis for performance evaluation. Consequently, most PKs face obstacles in promotion and career development.

Task performance is a key element in individual performance assessment and is highly dependent on both internal and external factors. Internal factors include psychological aspects such as psychological empowerment, affective commitment, and self-efficacy. Employees who feel psychologically empowered have high autonomy, competence, and work meaning, which encourages motivation and optimal performance (Sahadev et al., 2024; Siyal et al., 2023). Psychological empowerment has been shown to increase work engagement and creativity in completing complex tasks (Curran, Arroiteia, Blesa, Musteen, & Ripollés, 2021). In addition, affective commitment, as a form of emotional attachment to the organization, encourages loyalty and active participation of employees in achieving organizational goals (Pacheco, Coello-Montecel, & Tello, 2023; Swalhi, Zgoulli, & Hofaidhllaoui, 2017). Employees who have a strong affection for the organization will be motivated to show their best performance, especially in challenging work situations. On the other hand, self-efficacy, or individual belief in one's ability to complete tasks effectively, is a strong predictor of increased task performance (Lim, Moon, & Christensen, 2022).

An external factor that is equally important is organizational justice (Abenoja, Blase, & Almagro, 2025). When employees feel that they are treated fairly in terms of task distribution and rewards (distributive justice), decision-making procedures (procedural justice), interactions between individuals (interpersonal justice), and delivery of information (informational justice), a positive work climate is created that supports high work performance (Abuelhassan & AlGassim, 2022; Fiaz, Rasool, Ikram, & Rehman, 2021). Perceptions of organizational justice can increase employees' commitment, trust, and morale. Several previous studies have confirmed the relationship between these factors and task performance. Cudjoe, Agyapong, Light, Frimpong, and Opoku (2023) show that psychological empowerment directly improves task performance. Pacheco et al. (2023) confirmed the mediating role of affective commitment and self-efficacy in the relationship between psychological empowerment and task performance. Abuelhassan and AlGassim (2022) proved that organizational justice has a significant effect on service performance, which is mediated by self-efficacy.

However, these studies were mostly conducted in the private sector and do not fully represent the challenges and characteristics of the public sector in Indonesia. This study is novel in that it specifically examines probation officers within Indonesia's public sector, a professional group that has received little scholarly attention, thus providing new insights into how psychological empowerment, organizational justice, affective commitment, and self-efficacy interact to shape task performance in a bureaucratic reform context. Therefore, this study aims to fill this gap by analyzing the influence of psychological empowerment, organizational justice, affective commitment, and self-efficacy on task performance among probation officers in Indonesia. This study also investigates the mediating roles of

affective commitment and self-efficacy in the relationship between individual factors and organizational justice, as well as their impact on task performance.

With a focus on the public sector, particularly the Directorate General of Corrections and Correctional Centers, the findings of this study are expected to make a practical contribution to the development of task-based performance improvement strategies by strengthening psychological aspects and organizational justice. This research also makes a theoretical contribution to the development of the literature on task performance in the context of ASN and government organizations in the era of bureaucratic reform.

2. Literature review

2.1. Task Performance

Task performance describes the level of an individual's ability to carry out the main or technical tasks related to the completion of tasks in their work (Swalhi et al., 2017). Task performance refers to the activities outlined in the job description and is typically easy to recognize. This type of performance can be observed in two ways. First, activities that directly convert raw materials into goods or services into organizational products. Second, an activity that provides services and maintains operational functions by ensuring raw materials are available, distributing products, and providing planning, coordination, and supervision of essential staff so that organizational functions run effectively and efficiently. When task performance is done well, it will positively increase the production of goods and services produced by the organization (Aslan, Yaman, Aksu, & Güngör, 2022).

Several factors can affect task performance, including individual and work environment factors. Work environment factors are situational factors that affect task performance (Al-Omari & Okasheh, 2017). Individual factors include the physical, cognitive, and affective aspects of employees, which play an important role in improving task performance. Previous research has shown that psychological empowerment (Pacheco et al., 2023), affective commitment (Abuelhassan & AlGassim, 2022), distributive justice (Santos, Venturini, Sallaberry, Klein, & Flach, 2023), organizational justice (Swalhi et al., 2017), and self-efficacy (Pacheco & Coello-Montecel, 2023) can improve task performance.

2.2. Psychological Empowerment

Psychological empowerment is a motivation possessed by individuals who actively want to feel capable of carrying out their work roles and meeting the work requirements of their positions. Psychological empowerment has four dimensions: meaning, which reflects the alignment between individual values and behavior with organizational expectations; competence, which comes from individual beliefs that they have the skills and abilities to complete tasks at work; self-determination, which refers to the power to take initiative and organize actions at work; and impact, which is an individual's belief that they can influence work activities and outcomes (Yonla, Auta, Katunku, & Dafeng, 2024). Individuals who feel empowered find meaning in their workplace involvement and believe that their abilities and capacities benefit the organization (Spreitzer, 1995). In addition, empowered individuals have a strong determination to succeed in carrying out their roles and believe that they have control over the desired results. In the end, individuals who have high psychological empowerment can have a major positive impact on the organization (Putra, Prihastini, & Putri, 2025).

2.3. Organizational Justice

Organizational justice relates to the fairness of processes and decisions made by organizations. This concept is important because it can affect attitudes, behavior, and overall organizational effectiveness (Hermanto & Srimulyani, 2022). Organizational justice comprises four distinct dimensions. Distributive justice focuses on individual beliefs that rewards, resources, and benefits are distributed fairly and equitably among all employees. Procedural justice considers whether individuals believe that decision-making processes within an organization are carried out fairly, transparently, and consistently. Interpersonal justice examines whether individuals believe they are treated with courtesy, dignity, and respect and do not receive inappropriate comments from superiors. Informational justice relates to whether individuals believe they receive clear, timely, and adequate explanations for decisions that affect their work. Employees tend to be more engaged in their activities when they believe they are

treated fairly at work. This can ultimately improve task performance (AlMazrouei & Zacca, 2021; Kigen, 2023).

2.4. Affective Commitment

Affective commitment represents an employee's emotional attachment to their workplace, self-identification as part of the organization, and involvement with the organization. Employees with high affective commitment often have work experiences that exceed their expectations and behave in accordance with the best interests of the organization. They tend to stay in the organization because they want to (Meyer & Allen, 1991). Mercurio (2015) asserts that affective commitment is an important component of organizational commitment where high affective commitment can increase positive work behavior such as increased performance and reduce negative work behavior such as decreased absenteeism. Chang and Chen (2011) found that affective commitment has an important role as a link that can improve employee performance through increasing employees' emotional attraction to the organization.

2.5. Self-Efficacy

According to Bandura, self-efficacy is a person's belief in their ability to activate motivation, cognitive and emotional resources, and act in ways that are expected to overcome situational demands (Anwar & Hayati, 2025; Linge, Bjørkly, Jensen, & Hasle, 2021). Self-efficacy in the workplace relates to an individual's belief in their ability to achieve what they want in a particular context and refers to skills that are useful for job tasks (Kusa, Nson, & Obode, 2025). Employees with positive self-efficacy may use adaptive behaviors well, such as helping colleagues with work-related issues or choosing to attend meetings because they are better able to proactively plan these activities to accommodate them (Ingusci et al., 2019). Research conducted by Omotunde (2022) found that when employees have high self-efficacy, they tend to gather relevant information to make the right decisions, complete complex work, and take actions that are appropriate to their work. Lim et al. (2022) found that a high level of self-efficacy improves employee performance, where the higher the confidence of employees, the better their performance.

2.6. Research Hypothesis

Based on the above explanation, the following hypothesis is proposed:

- H1: Psychological empowerment positively influences task performance.
- H2: Psychological empowerment positively influences affective commitment.
- H3: Psychological empowerment positively influences self-efficacy.
- H4: Organizational justice has a positive influence on task performance.
- H5: Organizational justice has a positive influence on self-efficacy.
- H6: Organizational justice positively influences affective commitment.
- H7: Affective commitment has a positive influence on task performance.
- H8: Self-efficacy has a positive influence on task performance.
- H9: Affective commitment mediates the positive influence of psychological empowerment on task performance.
- H10: Affective commitment mediates the positive influence of organizational justice on task performance.
- H11: Self-efficacy mediates the positive influence of psychological empowerment on task performance.
- H12: Self-efficacy mediates the positive influence of organizational justice on task performance.

3. Methodology

3.1. Research Design

The research method used in this study is confirmatory quantitative with a deductive approach to test hypotheses and explain the cause-and-effect relationship between the variables studied. This study used Confirmatory Factor Analysis as a multivariate technique to verify whether the indicators grouped in latent variables were consistent with their theoretical constructs (Creswell & Creswell, 2017). Based on the time dimension, this research is cross-sectional, where data collection is carried out only once in a certain period of time. This research is also a field study, where there is no intervention in the

environment of the object under research. Information was collected through a survey, which is a common technique in quantitative research (Samman, Aleteby, & Deeb, 2024).

3.2. Research Population and Sample

The population in this research is probation officers (PK) who have the status of Certain Functional Position (JFT) in all Correctional Centers (Bapas) in Indonesia. Researchers focused on PKs at the First Expert, Young Expert, and Middle Expert levels who had been appointed and had actively carried out tasks for at least one year. The sample selection was conducted using a purposive sampling technique, which is the selection of respondents who meet certain criteria, such as a minimum work period of one year and actively serving in the implementation of duties and functions in Bapas. Data were obtained through the distribution of online questionnaires using Google Forms.

3.3. Data Collection Methods

Data collection was conducted by distributing online questionnaires via a Google Form link. The questionnaire used in this study consisted of 53 indicators. The psychological empowerment variable was measured using measurements developed by Spreitzer (1995), which consisted of 12 measurement indicators. Organizational justice variables were measured using the 20 measurement indicators developed by Colquitt (2001) Colquitt (2001). Affective commitment variables were measured using measurements developed by Meyer and Allen (1991), which consist of eight indicators. In the affective commitment variable, there are four indicators that are reverse questions. The self-efficacy variable is measured by measurements developed by Chen, Gully, and Eden (2001) which consists of 8 indicators. The task performance variable is measured using a measurement developed by Koopmans et al. (2012), which consists of five measurement indicators.

3.4. Data Analysis Technique

The data analysis technique used in this research is Structural Equation Modeling (SEM) with the help of Lisrel software. SEM was chosen because it can simultaneously test complex relationships between latent variables and their indicators. The stages of analysis included:

1. Test the validity and reliability of the measurement instruments.
2. Measurement model test using CFA
3. Structural model test to test the direct and indirect effects between variables.
4. A mediation test was conducted by examining the significance of indirect effects through the mediation path.

3.5. Research Period and Location

This research was conducted from February 2024 to May 2025, starting from the literature research stage, preparation of questionnaires, data collection, analysis, and reporting of results. The research location administratively covered all Bapas under the Directorate General of Corrections, Ministry of Immigration, and Corrections of the Republic of Indonesia.

4. Results and discussion

4.1. Results

4.1.1. Validity Test Results

The validity of each indicator in the instrument was tested using the Lisrel 8.8 application. The validity test was carried out by interpreting the loading factor (SLF) value obtained from the data processing results. The validity test in this research was carried out in two stages of Confirmatory Factor Analysis, namely first-order and second-order. This was done because there were two-dimensional variables and three unidimensional variables used in this research. In the first-order stage, the acquisition of the SLF value was carried out for each research indicator consisting of variables and dimensions. For the second-order, the SLF assessment was carried out on each dimension that makes up the variable. According to Hair, Babin, Anderson, and Black (2019), an indicator can be said to be valid if it obtains an SLF value ≥ 0.5 .

Table 1. Validity Test Results

Dimension	Code	Indicator	SLF	SLF
			First Order	Second Order
Variable Psychological Empowerment				
Meaning	ME1	The Work I do is very important to me	0,86	0,95
	ME2	My job activities are personally meaningful to me	0,86	
	ME3	The work I do is meaningful to me	0,88	
Competence	CO1	I am confident about my ability to do my job	0,81	0,99
	CO2	I am self-assured about my capabilities to perform my work activities	0,84	
	CO3	I have mastered the skills necessary for my job	0,88	
Self-determination	SD1	I have significant autonomy in determining how I do my job	0,91	0,98
	SD2	I can decide on my own how to go about doing my work	0,88	
	SD3	I have considerable opportunity for independence and freedom in how I do my job	0,88	
Impact	IM1	My impact on what happens in my department is large	0,87	0,96
	IM2	I have a great deal of control over what happens in my department	0,85	
	IM3	I have significant influence over what happens in my department	0,88	
Variable Organizational Justice				
Procedural Justice	PJ1	Have you been able to express your views and feelings during those procedures?	0,85	0,80
	PJ2	Have you had influence over the (outcome) arrived at by those procedures?	0,87	
	PJ3	Have those procedures been applied consistently?	0,88	
	PJ4	Have those procedures been free of bias?	0,88	
	PJ5	Have those procedures been based on accurate information?	0,82	
	PJ6	Have you been able to appeal the (outcome) arrived at by those procedures?	0,83	
	PJ7	Have those procedures upheld ethical and moral standards?	0,82	
Distributive Justice	DJ1	Does your (Outcome) reflect the effort you have put into your work?	0,74	0,81
	DJ2	Is your (Outcome) appropriate for the work you have completed?	0,88	
	DJ3	Does your (outcome) reflect what you have contributed to the organization?	0,79	
	DJ4	Is your (outcome) justified, given your performance?	0,89	
Interpersonal Justice	ITJ1	Has (he/she) treated you in a polite manner?	0,77	0,87
	ITJ2	Has (he/she) treated you with dignity?	0,88	
	ITJ3	Has (he/she) treated you with respect?	0,82	
	ITJ4	Has (he/she) refrained from improper remark or comments?	0,88	
Informational Justice	IFJ1	Has (he/she) been candid in (his/her) communications with you?	0,81	0,92
	IFJ2	Has he/she explained the procedures toughly?	0,81	
	IFJ3	Were (his/her) explanations regarding the procedures reasonable?	0,83	
	IFJ4	Has (he/she) communicated details in a timely manner?	0,81	
	IFJ5	Has (he/she) seemed to tailor (his/her) communications to individuals' specific needs?	0,81	
Variable affective Commitment				
Unidimensional	AC1	I would be very happy to spend the rest of my career in this organization	0,86	-
	AC2	I enjoy discussing my organization with people outside it	0,88	
	AC3	I really feel as if this organization's problems are my own	0,88	
	AC4	I think I could easily become as attached to another organization as I am to this one (R)	0,43	
	AC5	I do not feel like "part of the family" at my organization (R)	0,86	
	AC6	I do not feel "emotionally attached" to this organization (R)	0,85	
	AC7	This organization has a great deal of personal meaning for me	0,84	
	AC8	I do not feel a strong sense of belonging to my organization (R)	0,86	
Variable Self-Efficacy				
Unidimensional	SE1	I will be able to achieve most of the goals that I have set for my self	0,88	-
	SE2	When facing difficult task, I am certain that I will accomplish them	0,89	
	SE3	In general, I think that I can obtain outcomes that are important to me	0,89	
	SE4	I believe I can succeed at most any endeavor to which I set my mind	0,89	
	SE5	I will be able to successfully overcome many challenges	0,89	
	SE6	I am confident that I can perform effectively on many different tasks	0,88	
	SE7	Compared to other people, I can do most tasks very well	0,89	
	SE8	Even when thing are tough, I can perform quite well	0,89	

Variable Task Performance			
<i>Unidimensional</i>	TP1	I managed to plan my work so that it was done on time	0,89
	TP2	My planning was optimal	0,92
	TP3	I kept in mind the results that I had	0,92
	TP4	I was able to separate main issues from side issues at work	0,91
	TP5	I was able to perform my work well with minimal time and effort	0,91

Source: Processed by researchers (2025)

From the table above, 52 indicators have an SLF value greater than 0.5 and are declared. There is one indicator that has an SLF value below 0.5 in the Affective Commitment variable, namely AC4, which is a reverse question. Therefore, AC4 was excluded from further testing. Although excluded from testing, the things assessed in the indicator can still be represented by other indicators, such as AC1 and AC5.

4.1.2. Reliability Test Results

The reliability test was conducted by calculating the construct reliability (CR) and Average Variance Extracted (AVE) values, as shown in Table 4.22. Variables or dimensions are said to be reliable if they have a CR value > 0.7 and an AVE value > 0.5 (Hair et al., 2019).

Table 2. Construct Reliability and Average Variance Extracted Values

Variable	Dimension	CR	AVE	CR	AVE
		<i>First Order</i>		<i>Second Order</i>	
Psychological Empowerment	Meaning	0,90	0,75	0,98	0,94
	Competence	0,88	0,71		
	Self-Determination	0,92	0,79		
	Impact	0,90	0,75		
Organizational Justice	Procedural Justice	0,95	0,72	0,91	0,72
	Distributive Justice	0,90	0,68		
	Interpersonal Justice	0,90	0,70		
	Informational Justice	0,91	0,66		
Affective Commitment	Indimensional	0,94	0,67	-	-
Self-Efficacy	Unidimensional	0,97	0,79	-	-
Task Performance	Unidimensional	0,96	0,83	-	-

Source: Processed by researchers (2025)

The calculation results for CR and AVE values in this study for both indicators in the first and second orders showed an AVE value of more than 0.5 and a CR value of more than 0.7. Therefore, all variables and dimensions in this study were reliable.

4.1.3. Coefficient of Determination Analysis (R²)

The results of testing the structural model in the LISREL program produced an output that presented the structural equation and showed the coefficient of determination (R²). The magnitude of the coefficient of determination measures the proportion of variation in the dependent variable that can be explained by the independent variable. The structural equation and coefficient of determination obtained are as follows:

$$AC = 0.39*PE + 0.26*OJ, \text{ Errorvar.} = 0.68, R^2 = 0.32$$

$$SE = 0.59*PE + 0.13*OJ, \text{ Errorvar.} = 0.55, R^2 = 0.45$$

$$TP = 0.33*AC + 0.17*SE + 0.11*PE + 0.30*OJ, \text{ Errorvar.} = 0,47, R^2 = 0.53$$

Based on the structural model equation above, the following can be explained:

- The coefficient of determination of affective commitment is 0.32, meaning that psychological empowerment and organizational justice contribute to affective commitment by 32%, while the remaining 68% of the variance in affective commitment felt by employees is influenced by factors outside psychological empowerment and organizational justice.

- b. The coefficient of determination of self-efficacy is 0.45, meaning that the contribution of psychological empowerment and organizational justice to self-efficacy is 45%, while the remaining 55% of the self-efficacy variance is influenced by other factors outside psychological empowerment and organizational justice.
- c. The coefficient of determination of task performance is 0.53, meaning that psychological empowerment, organizational justice, affective commitment, and self-efficacy can contribute to employee task performance with a contribution of 53%, while the remaining 47% of task performance variance is influenced by other factors that have not been examined in this research.

4.1.4. Analysis of Research Hypothesis Testing

Hypothesis testing was conducted using the Covariance-Based Structural Equation Model (CB-SEM) approach, aided by the LISREL 8.8 application. In this study, a one-tailed test hypothesis was employed, which was formulated in a positive direction based on previous research findings. The confidence level used in this study was 95%. Because it uses a one-tailed test approach, the t-value as a reference is 1.645 (Hair et al., 2019). Thus, in this study, the relationship between variables is considered significant if the t-value is greater than or equal to 1.645.

Table 3. Hypothesis Testing Results

Hypothesis	Relationship Variable	Coefficient Value	t-value $\geq 1,645$	Results
H1	PE → TP	0,11	1,86	Data supporting the hypothesis
H2	PE → AC	0,39	6,30	Data supporting the hypothesis
H3	PE → SE	0,59	10,6	Data supporting the hypothesis
H4	OJ → TP	0,30	5,52	Data supporting the hypothesis
H5	OJ → SE	0,18	2,49	Data supporting the hypothesis
H6	OJ → AC	0,26	4,18	Data supporting the hypothesis
H7	AC → TP	0,33	6,14	Data supporting the hypothesis
H8	SE → TP	0,17	2,88	Data supporting the hypothesis
H9	PE → AC → TP	0,13	4,39	Data supporting the hypothesis
H10	OJ → AC → TP	0,09	3,45	Data supporting the hypothesis
H11	PE → SE → TP	0,10	2,78	Data supporting the hypothesis
H12	OJ → SE → TP	0,03	1,88	Data supporting the hypothesis

Description: PE = *Psychological Empowerment*; OJ = *Organizational Justice*; AC = *Affective Commitment*; SE = *Self-Efficacy*; TP = *Task Performance*.

Source: Compiled by researcher (2025)

The results presented in Table 3 demonstrate that all 12 proposed hypotheses are supported, indicating both direct and indirect relationships among the studied variables. Psychological empowerment and organizational justice significantly influence task performance, either directly or through the mediating roles of affective commitment and self-efficacy. The strongest effect was observed for psychological empowerment on self-efficacy, highlighting its importance in enhancing employee confidence and performance. Furthermore, affective commitment emerged as a crucial mediator, reinforcing the link between psychological and organizational factors and performance outcomes. These findings emphasize the need to strengthen individual and organizational dimensions to improve task performance.

4.2. Discussion

The findings of this study indicate that there are six solutions in the research model that describe the influence of psychological empowerment, organizational justice, affective commitment, and self-efficacy on task performance.

4.2.1. The Influence of Organizational Justice on Task Performance

The first solution in this study is the direct influence of organizational justice on task performance. This research is in line with Ekingen (2023) findings, which state that organizational justice positively

influences task performance. Organizational justice improves task performance by increasing the perception of organizational justice in the distribution of resources, procedures, and interactions with employees, which ultimately encourages employees to improve their work behavior in completing tasks, thereby enhancing task performance. Swalhi et al. (2017) also found the important role of organizational justice, both dimensionally and overall, in improving task performance among employees. Abuelhassan and AlGassim (2022) found that organizational justice, particularly distributive and procedural justice, plays an important role in improving task performance in the hospitality industry.

In the context of PK, feeling treated fairly by the organization where they work, namely, Bapas, is crucial for enhancing task performance. In procedural justice, what is important for PK is how work procedures (SOPs) are well-designed to be free from bias and can be consistently applied in the workplace. Regarding distributive justice, what is important for PK is how the results of their work can be accounted for in accordance with the performance they achieve. For interpersonal justice, the main concern is how their superiors treat them during interactions. How can their superiors treat them with dignity and refrain from making negative comments about PK? Finally, regarding informational justice, PK emphasizes the importance of supervisors explaining work procedures or SOPs logically and reasonably. With fair treatment from Bapas towards PK, PK will voluntarily increase their involvement in activities and tasks at work as a form of exchange, which will ultimately encourage better task completion and improve task performance. This improvement in task performance will ultimately improve the achievement of organizational goals.

4.2.2. The Effect of Psychological Empowerment on Task Performance through the Mediation of Affective Commitment

The second solution in this study is that psychological empowerment has a positive and significant influence on task performance through the mediation of affective commitment. This is in line with the research by Pacheco et al. (2023), who found that affective commitment can be an important factor mediating the relationship between psychological empowerment and task performance. Employees who feel psychologically empowered by the organization will increase their emotional attachment to it, which will ultimately drive improvements in task performance. Kundu and Kumar (2017) also found that affective commitment in the form of loyalty and attachment to the organization can be an important factor in mediating psychological empowerment and task performance.

To encourage task performance, organizations must devote all their resources to increasing affective commitment. This factor has been proven to play an important role in improving task performance both directly and as a mediator. When employees have strong affective commitment, they tend to show greater effort in carrying out their work compared to employees who have weak affective commitment (Al Otaibi, Amin, Winterton, Bolt, & Cafferkey, 2023). This study concludes that when PKs feel empowered in the workplace, they tend to experience more positive emotions and feel more attached to their workplace, which ultimately encourages them to voluntarily engage in positive behavior at work and strive to complete their tasks well, leading to improved task performance.

4.2.3. The Effect of Psychological Empowerment on Task Performance

The third solution in this study is the direct influence of psychological empowerment on task performance. The results of this research consistently show that psychological empowerment positively influences task performance and organizational goals (Kundu & Kumar, 2017; Lim et al., 2022; Pacheco & Coello-Montecel, 2023). The results of this research indicate that when PKs feel empowered, they experience a sense of meaning, possess good competencies, are given autonomy in performing tasks, and ultimately feel that their work has an impact on the organization or agency in which they work. When this happens, PKs willingly increase their involvement in every organizational activity, which ultimately leads to an increase in PK task performance or an improvement in the performance of the agency where they work.

In the context of PK, feeling empowered by the organization where they work, specifically Bapas, is crucial for enhancing the task performance. In psychological empowerment, there are important aspects

for PK and Bapas to consider if they want to empower PK and enhance task performance. Regarding meaning, PK felt that their work was important and had deep meaning for them. PKs have a high level of confidence in their ability to complete tasks. Regarding self-determination, they feel they have the freedom to choose how they complete their tasks. Finally, regarding impact, PKs feel they have a tangible influence on what happens in their work environment.

4.2.4. The Effect of Psychological Empowerment on Task Performance through the Mediation of Self-Efficacy

The fourth solution in this study is that psychological empowerment has a positive and significant influence on task performance through the mediation of self-efficacy. This is in line with the research by Pacheco et al. (2023), who found that self-efficacy can be an important factor mediating the relationship between psychological empowerment and task performance. Employees who feel psychologically empowered by the organization will increase their confidence in their ability to complete tasks, ultimately driving improvements in task performance. This study is also consistent with the study by Samman et al. (2024), which states that psychological empowerment through the dimensions of meaning, competence, self-efficacy, and autonomy directly enhances intrinsic motivation, which is crucial in improving self-efficacy. Huang (2017) research also found that in the workplace, psychological empowerment can encourage proactive behavior, mediated by self-efficacy as an important mediator, indicating that empowered employees are more confident and more willing to take initiative.

The influence of psychological empowerment through self-efficacy on task performance shows that self-efficacy has a positive and significant influence on task performance. Self-efficacy is an important internal factor in driving the improvement of employee motivation in achieving their goals (Nwanzu, Babalola, & Osazevbaru, 2023). When employees have high self-efficacy, they gather relevant information to make decisions and complete their work with appropriate actions (Omotunde, 2022). Lim et al. (2022) also stated that the higher the self-efficacy of an employee, the better their performance. Employees with high confidence in their abilities tend to work harder to complete their tasks, even when faced with obstacles (Pacheco et al., 2023). Therefore, this study concludes that when PKs have high self-efficacy, they will enhance behaviors that encourage them to improve their abilities and competencies in performing their work. With knowledge and competencies in their work, they become more confident in completing tasks, ultimately driving task performance improvement.

4.2.5. The Influence of Organizational Justice on Task Performance through the Mediation of Affective Commitment

The fifth solution in this study is that organizational justice has a positive and significant influence on task performance through the mediation of affective commitment. Organizational justice improves task performance by increasing perceptions of organizational justice regarding the distribution of resources, work procedures, and interactions with employees, which ultimately encourages employees to improve their work behavior when completing tasks (Ekingen, 2023). This is in line with the research by Swalhi et al. (2017), who found that affective commitment can be an important factor that mediates the relationship between organizational justice and task performance.

In the context of PK, organizational justice is most influenced by fairness in terms of information regarding decision-making within an organization. Thus, employees can understand how decisions are made and are treated fairly by all employees. The indicator that best represents organizational justice is how work results can be accounted for in accordance with the performance. Therefore, fairness in the processes and procedures used in making decisions related to performance will make employees feel that they are being treated fairly in the workplace. It can be concluded that if employees feel they are treated fairly in the workplace, they will develop a stronger emotional attachment to the organization and increase their voluntary involvement in work activities, ultimately leading to improved performance.

4.2.6. The Influence of Organizational Justice on Task Performance through the Mediation of Self-Efficacy

The final solution in this study illustrates that organizational justice has a positive and significant influence on task performance through the mediation of self-efficacy. In line with the research by Abuelhassan and AlGassim (2022), it was also found that self-efficacy plays a role in mediating the relationship between organizational justice, particularly distributive and procedural justice, and performance. Employees with high self-efficacy are more likely to be motivated to overcome obstacles and anxieties in completing tasks beyond their formal responsibilities, demonstrating proactive performance, such as providing customer service. In this research, it can be concluded that BAPAS can choose strategies to enhance self-efficacy toward PK if they wish to improve PK performance and achieve BAPAS objectives. This is because the research confirms the important role of self-efficacy in task performance in PK, both as a direct influence and as a mediator of other factors. This study concludes that when PKs feel they are treated fairly at work, they tend to increase their confidence and self-belief in their ability to complete their tasks, which ultimately encourages PKs to voluntarily improve their positive behavior at work and strive to complete their tasks well. This, in turn, encourages improved task performance.

5. Conclusions

5.1. Conclusion

Based on the results of the analysis using Structural Equation Modeling (SEM), several key conclusions were drawn, namely that psychological empowerment has a positive and significant effect on task performance. Employees who feel that they have meaning, autonomy, competence, and impact in their work tend to demonstrate higher task performance. Organizational justice, which encompasses the dimensions of distributive, procedural, interpersonal, and informational justice, also positively impacts task performance. When employees feel that they are treated fairly by the organization, they demonstrate better performance. Affective commitment and self-efficacy have been shown to be significant mediators in the relationship between psychological empowerment and organizational justice, influencing task performance. This suggests that emotional attachment and self-confidence in completing tasks enhance the impact of psychological empowerment and organizational justice. Overall, this study successfully achieved its objectives, namely, to develop an empirical and theoretical model demonstrating that the combination of internal and external factors is crucial in enhancing task performance among civil servants, particularly probation officers.

5.2. Limitations

Although this research makes a significant contribution, there are several limitations that need to be noted.

1. The cross-sectional design used only captures data at a single point in time, making it impossible to observe changes in the dynamics of the variables over time.
2. The generalizability of the research findings is limited to the context of probation officer functional positions within the Correctional Institution and, therefore, cannot be generalized to other functional positions under the Ministry of Immigration and Corrections or other government agencies.
3. This study only uses psychological variables and organizational perceptions as predictors of task performance, whereas in practice, there are other contextual factors, such as organizational culture, leadership, social support, workload, and resource capacity.

5.3. Recommendations

Based on the research results and limitations described above, the following recommendations are made.

1. For practitioners and policymakers at the Ministry of Immigration and Corrections and the Directorate General of Corrections: Policies are needed to promote psychological empowerment and perceptions of fairness within the organization, for example, through personal empowerment training, transparent evaluation systems, and fair workload distribution.
2. For Bapas leadership: Enhance support for staff through intensive two-way communication, recognition of work achievements, and mentoring that builds self-efficacy and emotional commitment to the organization.

3. For future researchers:

- a. A longitudinal design is recommended to observe the causal relationships between variables over a specific period.
- b. Additional variables, such as leadership style, organizational support, job satisfaction, and burnout, could be included to make the model more comprehensive.
- c. Using mixed methods to gain a deeper qualitative understanding of the factors influencing task performance.

By considering these findings and recommendations, public organizations, particularly in the correctional sector, can improve civil servant performance through a more holistic and evidence-based policy approach.

Acknowledgment

We would like to express our gratitude to the Ministry of Immigration and Corrections, particularly the Directorate General of Corrections, for their support, opportunities, and access to the data provided in facilitating this research.

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