

SELF-CONTROL, INTEGRITY, AND PROFESSIONALISM: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT IN A STATE CORRECTIONAL INSTITUTION

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ABSTRACT

Kraksaan Class IIB Prison plays a strategic role in the correctional system, where employee professionalism is crucial for managing challenging and stressful tasks. This study aims to examine the influence of self-control and integrity on the professionalism of Kraksaan Class IIB Prison employees, both directly and indirectly through organizational commitment as a mediating variable. Self-control and integrity are considered fundamental factors in shaping employees' organizational commitment, which in turn enhances professionalism in performing tasks within a dynamic and stressful environment. The research employs a quantitative approach, collecting data through questionnaires distributed to prison employees. Data analysis was conducted using Structural Equation Modeling (SEM) with WarpPLS statistical software to test the relationships between variables. The results indicate that self-control and integrity have a positive and significant effect on employee professionalism. Additionally, these two variables positively and significantly influence organizational commitment, which mediates their impact on professionalism. These findings underscore the importance of developing self-control, integrity, and organizational commitment as key strategies to improve the professionalism of Kraksaan Class IIB Prison employees.

INTRODUCTION

Human resources are an essential component of a company and cannot be ignored.

Human resources are also one of the keys that determine the company's development. Human resources are people who work within the company and as drivers, thinkers and planners to achieve organizational goals (Hairul, 2020). Currently, the development of human resource management (HR) is an important factor in carrying out the goals and functions of a company. (Elisabeth & Suyono, 2024) states that every company must maintain the survival of its employees. Human resources are the most valuable assets owned by organizations, agencies and companies, because the existence of human resources greatly determines the dynamism of company mobilization. Therefore, many companies are trying to improve the quality of their resources to maximize support in their work activities. One of the key aspects of human resource management is employee performance measurement. In an increasingly complex and dynamic world of work, professionalism is one of the important aspects that determine the success of individuals and organizations according to (Ernawati, 2021). Professionalism is not only related to technical abilities or expertise, but also includes the attitude, ethics, and commitment that each individual has in carrying out his or her duties. Internal factors such as self-control and integrity are key to forming consistent and reliable professional behavior according to (Triswantoro & Riyadi, 2022).

Professionalism is one of the important aspects that determine the quality of human resource performance in an organization. Professionalism is not only related to the technical abilities or expertise possessed by individuals, but also includes attitudes, behaviors, ethics, and commitment shown in carrying out their duties and responsibilities in accordance with the (Sulaiman et al., 2025). In the context of modern organizations, professionalism is a key benchmark that reflects the extent to which a person is able to do his or her job effectively, efficiently, and responsibly according to established standards. In general, professionalism can be defined as a set of attitudes and behaviors that demonstrate competence, integrity, responsibility, and dedication in carrying out job duties. (Riaweny, 2021) stating that professionalism also includes the ability to adapt to change, uphold a work ethic, and maintain good relationships with colleagues and other stakeholders. Therefore, professionalism is measured not only from the technical aspect, but also from the moral qualities and commitment of the individual to the organization.

To achieve high professionalism, it is necessary to have internal supporting factors, such as self-control and integrity. Self-control is the ability of individuals to regulate emotions, control impulses, and act rationally in the face of various challenging work situations according to (I Ketut Rahmatika, Anak Agung Putu Agung, 2022). Meanwhile, integrity is a moral quality that reflects honesty, consistency, and conformity between words and deeds in carrying out duties. In addition to these internal factors, external factors such as organizational commitment are also very important. (Angraini et al., 2021) Stating that organizational commitment is the level of emotional attachment and loyalty of individuals to the organization, which encourages them to contribute optimally to the success of the organization, the combination of self-control, integrity, and organizational commitment is the main foundation in building strong professionalism, so as to improve the quality of human resource performance and the overall success of the organization.

In the prison system in Indonesia, the State Prison (Rutan) plays an important role as an institution in charge of detaining and caring for prisoners and temporary detainees. The success of the Detention Facility function is highly dependent on the quality of

human resources (HR) who carry out these duties, especially officers. These officers are not only required to carry out administrative and supervisory duties, but must also be able to maintain security, order, and provide professional services and integrity to inmates (Sulaiman et al., 2025). The State Prison (Rutan) as one of the law enforcement institutions in Indonesia has a strategic role in fostering and supervising inmates. However, various classic problems still often color the performance of detention institutions, such as overcapacity, rampant drug trafficking, bribery practices, illegal levies, lack of facilities, and special treatment of inmates. These problems are mostly rooted in the aspect of human resources, especially the professionalism of the officers on duty at the Detention Center.

The professionalism of Rutan officers is very important because they are at the forefront of maintaining security stability and order, as well as being a representation of the institution's image in the eyes of the public. (Hayati et al., 2024) Proficiency professionalism is not only related to technical knowledge and skills, but is also highly determined by attitudes and behaviors, such as self-control and integrity. According to Hoyle (1975), professionalism includes knowledge, skills, and adherence to rules, while Hall (1968) emphasizes aspects of dedication, social obligation, autonomy, self-regulation, and professional affiliation. In practice, prison officers face different challenges from other institutions. The situation inside the detention center is very dynamic and tense, where threats, distractions, and temptations to commit offenses can occur at any time. Therefore, self-control is a crucial aspect that every officer must have in order to be able to refrain from deviant behavior, remain resistant to stress, and not be easily tempted to commit inappropriate actions according to (Yustini, 2021).

In addition to self-control, integrity is also the main foundation in building professionalism. Integrity is reflected in the courage to act in accordance with moral values, adherence to rules, and the ability to prevent abuse of power. High integrity will encourage officers to always act honestly and fairly, so as to increase public trust in detention institutions. Organizational commitment is no less important, because loyalty and pride in the organization can motivate officers to give their best performance in accordance with (Angraini et al., 2021). This commitment includes a willingness to sacrifice for the organization, aligning personal principles with organizational values, and concern for the progress of the institution.

There is a gap in the research that has been conducted before, the reality in the field shows that the level of professionalism of prison officers is still in the middle category, even though the organizational commitment is high according to (Angraini et al., 2021). The results of the study at the Class I Prison in Surabaya show that self-control and integrity have a significant influence on professionalism, while organizational commitment does not have a partial effect. This shows that to improve the professionalism of officers, the main focus should be on strengthening self-control and integrity, while organizational commitment plays a supporting role as a supporting factor that strengthens the relationship between the two variables and professionalism. Most previous research has focused more on aspects of technical competence and officer supervision, without examining in depth the role of self-control and integrity as psychological and moral factors that greatly influence professionalism according to (Triswantoro & Riyadi, 2022) and (Devinta & Santosa, 2022). In fact, self-control and

integrity are aspects of *Basis* which determines how officers are able to manage pressures, temptations, and ethical conflicts in a challenging work environment. Organizational commitment is often cited as an important factor in improving employee performance and loyalty, previous research has not examined the role of organizational commitment as a mediating variable that links self-control and integrity to officer professionalism. This creates a knowledge gap regarding the mechanisms by which organizational commitment can strengthen or weaken the influence of these two variables on professionalism.

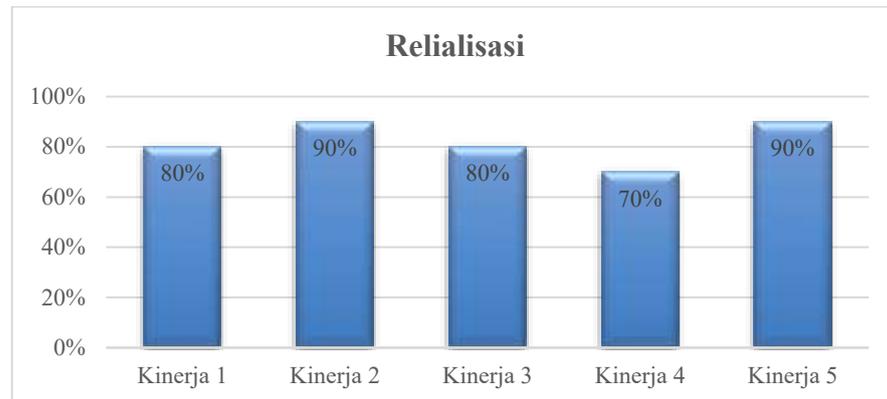
The Kraksaan Class IIB State Prison (Rutan) is a technical implementation unit that functions as a place to detain suspects or defendants during the process of investigation, prosecution, and examination in court. In addition to accommodating inmates who are still in legal proceedings, this prison also accommodates inmates and provides guidance for them. Kraksaan Class IIB Prison is located in the middle of Kraksaan city, Probolinggo Regency, precisely on Jalan PB Sudirman number 69. This Rutan building is a relic of the Dutch colonial era which was established in 1878 on an area of about 5,830 square meters. Over time, the name and status of this institution underwent several changes until it was finally known as the Kraksaan Class IIB State Detention Center. The vision of this hospital is to realize inmates who are devoted to God Almighty, productive, and virtuous, which is supported by improving the quality of human resources of officers to improve the quality of coaching services in the Detention Center. Its mission includes improving excellent service so that inmates become productive and independent human beings and improving the quality of human resources for the Detention Center.

Table 1. Observation of Phenomena in Kraksaan State Prison Class IIB

Phenomenon in the Kraksaan Class IIB Detention House	Target	Realization
Maintain professionalism and good self-control	100%	80%
High integrity and adherence to procedures without deviations	100%	90%
Proactive and consistent in maintaining security and rules	100%	80%
Actively participate with high loyalty and responsibility	100%	70%
Assertive yet empathetic, professional in coaching	100%	90%

Source : Data processed by researchers (2025)

This phenomenon illustrates the stressful and complex working conditions for Combat Officers, who demand high self-control and integrity in order to carry out their duties professionally and maintain safety and order in a disturbance-prone environment. Intensive search and raid activities also reflect the real challenges of maintaining discipline and preventing violations, thus demanding strong organizational commitment from all officers.



Source : Kraksaan Class IIB Detention Center Data

Figure 1. Graph of the Performance of Kraksaan Prison Officers Class IIB

Kraksaan Class IIB Prison Officers showed good to very good performance in facing complex tasks. They were able to maintain professionalism and self-control during detention room searches (80%), as well as demonstrate high integrity and procedural compliance in joint team raids (90%). Officers are also proactive in maintaining security related to prohibited goods (80%) and actively participate in coordination with high loyalty even though there is still room for improvement (70%). In the implementation of internal hearings, they managed to balance firmness and empathy professionally (90%), supporting the development of prisoners effectively. Overall, officers demonstrate a strong commitment to safety, discipline, and social rehabilitation.

In an effort to create a safe and conducive environment at the Kraksaan Class IIB Detention Center, maintaining security and order through routine searches and enforcement of prohibited goods is a top priority. In addition, improving the integrity and compliance of officers in carrying out their duties, especially during raids and surveillance, is essential to prevent abuse of authority and maintain organizational accountability. The implementation of effective inmate development carried out through humanist internal hearings and objective coaching programs is also a focus to support the rights of correctional institutions such as parole and remission. To support the achievement of these goals, coordination and periodic evaluations between officers need to be improved to strengthen strategic decision-making and improve performance in a sustainable manner. All of these efforts must be supported by high employee commitment and loyalty, which can be realized through a declaration of performance promises and the spirit of cooperation in achieving the targets set by the agency.

Seeing the importance of the role of self-control, integrity, and organizational commitment in supporting the professionalism of officers, this study aims to examine in depth the influence of these three aspects in the Kraksaan State Prison Class IIB. In contrast to previous studies that examined the relationship between these variables in various agencies, this study focused on the specific context of correctional institutions in Indonesia, which have unique characteristics of tasks and pressures. Previous studies (Sulaiman et al., 2025) have emphasized the positive influence of self-control and integrity on professionalism, but have not highlighted the mediating role of organizational commitment in class II prison environments such as Kraksaan. By combining quantitative

approaches and mediation analysis, this study seeks to fill this gap by providing a more comprehensive picture of the mechanisms of influence of these variables in this highly demanding context. The findings are expected to make a theoretical contribution by enriching the literature as well as practical for the development of strategies to improve the quality of professional and integrity human resources in correctional institutions, so as to support more effective and professional services and management.

RESEARCH METHODS

This study uses a quantitative research method with a descriptive approach. According to (Sujarweni, 2014) Quantitative research is a type of research that produces discoveries that can be achieved using statistical procedures or other quantitative means. The population in this study is employees of the Kraksaan 46 Class IIB State Prison. The sample in this study is employees, namely a total of 46 employees at the Kraksaan State Prison Class IIB. This study employed a saturated sampling technique. According to Sugiyono (2016) Technique *Saturation sampling* is a sampling technique when all members of the population are used as samples. In this study, to test the hypothesis, the research used *Structural Equation Modeling* (SEM) with SmartPLS statistical tools. Structural Equation Modeling (SEM) is an integrated approach between factor analysis, structural modeling, and path analysis.

RESULTS AND DISCUSSION

1. Validity Test

The validity test criteria is to use the loading factor criteria (*Cross-loading factor*) with a value of more than 0.70 and *Average variance extracted* (AVE) with a value greater than 0.50 for testing *Convergent validity* and *Discriminatory validity* using the AVE root comparison with the correlation between variables. The AVE value of the construct must be higher than the correlation between the variables. The AVE value of the construct should be higher compared to the correlation between latent variables (Ghozali, 2018). The results of WarpPLS 8.0 are as follows:

Table 2. Combined load and cross-loading

	X1	X2	Z	Y	Type (As Specified)	ONE	P value
X1.1	(0.912)	1.212	0.362	0.236	Reflective	0.102	<0.001
X1.2	(0.896)	0.202	0.164	0.065	Reflective	0.103	<0.001
X1.3	(0.917)	0.206	0.116	0.040	Reflective	0.102	<0.001
X1.4	(0.922)	0.179	0.004	0.215	Reflective	0.102	<0.001
X1.5	(0.902)	0.796	0,025	0.072	Reflective	0.103	<0.001
X1.6	(0.903)	0.714	0.127	0.106	Reflective	0.103	<0.001
X1.7	(0.921)	0.024	0.225	0.132	Reflective	0.102	<0.001
X1.8	(0.939)	0.506	0.053	0.157	Reflective	0.101	<0.001
X2.1	0.416	(0.918)	0.163	0.210	Reflective	0.102	<0.001
X2.2	0.180	(0.879)	0.356	0.411	Reflective	0.104	<0.001
X2.3	0.095	(0.913)	0.240	0.416	Reflective	0.102	<0.001
X2.4	0.149	(0.918)	0.060	0.230	Reflective	0.102	<0.001
Z1	0.060	0.268	(0.950)	0.095	Reflective	0.101	<0.001

Z2	0.134	0.208	(0.924)	0.167	Reflective	0.102	<0.001
Z3	0.105	0.270	(0.923)	0.082	Reflective	0.102	<0.001
Z4	0.086	0.107	(0.927)	0.206	Reflective	0.102	<0.001
Z5	0.385	0.229	(0.927)	0.194	Reflective	0.102	<0.001
Y1	0.294	0.001	0.105	(0.891)	Reflective	0.103	<0.001
Y2	0.417	0.467	0.152	(0.909)	Reflective	0.102	<0.001
Y3	0.079	0.156	0.170	(0.904)	Reflective	0.103	<0.001
Y4	0.061	0.013	0.322	(0.906)	Reflective	0.103	<0.001
Y5	0.073	0.161	0.514	(0.876)	Reflective	0.104	<0.001
Y6	0.675	0.526	0.060	(0.832)	Reflective	0.106	<0.001

Source : Data-processed research (2025)

The criterion of a *cross-loading factor* with a value of more than 0.70 is said to be high, while a value of 0.50 – 0.60 can be considered sufficient. In the results of the WarpPLS 8.0 calculation in table 2. The above indicates that a *cross-loading* value above 0.70 is considered high and 0.50–0.60 is sufficient. The results of WarpPLS 8.0 showed all *cross-loading* values above 0.50 with a significance of $p < 0.001$, suggesting that these factors significantly affected the related variables and met the convergent validity criteria well.

2. Reliability Test

Reliability testing is carried out with the aim of ensuring that the research instrument used can present the measurement concept consistently without bias (Scott, 2016). The results of WarpPLS 8.0 data processing are as follows:

Table 3. Reliability Test
Composite reliability coefficient

X1	X2	Z	Y
0.976	0.949	0.970	0.957

Cronbach alpha coefficient

X1	X2	Z	Y
0.972	0.928	0.961	0.945

Source : Data-processed research (2025)

The basis used in the reliability test is its value *Composite recapability coefficient* and *Cronbach alpha coefficient* above 0.7. Results in table 3. It shows that the questionnaire instrument in this study has met the requirements of the reliability test.

3. Calculation of Direct Influence Path Coefficient

Table 4. Direct Influence Path Coefficient Value

Hypothesis	Path coefficient	P value	Information
X1 > Z	1.009	0.005	Significant
X2 > Z	0.916	<0.001	Significant
X1 > Y	0.255	0.031	Significant
X2 > Y	0.440	<0.001	Significant
Z > Y	0.268	0.025	Significant

Source : Data-processed research (2025)

Results in Table 4. is the result of PLS analysis which will then be interpreted to answer the hypothesis proposed. The explanation of the results of the hypothesis test can be stated as follows:

- The effect of self-control (X1) on organizational commitment (Z) resulted in a *path coefficient* value of 1.009 with a *p value* of 0.005 Since the p-value is below the significance level of α (0.05), the effect is statistically significant (0.005 < 0.05) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of integrity (X2) on organizational commitment (Z) resulted in a *path coefficient* value of 0.916 with a *p value* of <0.001 Since the p-value is below the significance level of α (0.05), the effect is statistically significant (0.001 < 0.05) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of self-control (X1) on professionalism (Y) resulted in a *path coefficient* value of 0.255 with a *p value* of 0.031. Since the p-value is below the significance level of α (0.05), the effect is statistically significant (0.031 < 0.05) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The influence of integrity (X2) on professionalism (Y) resulted in a *path coefficient* value of 0.440 with a *p value* of <0.001. Since the p-value is below the significance level of α (0.05), the effect is statistically significant (0.001 < 0.05) Therefore, based on the results obtained, it can be concluded that there is an effect.
- The effect of organizational commitment (Z) on professionalism (Y) resulted in a *path coefficient* value of 0.268 with a *p value* of 0.025. Since the p-value is below the significance level of α (0.05), the effect is statistically significant (0.025 < 0.05) Therefore, based on the results obtained, it can be concluded that there is an effect.

4. Calculation of indirect influence paths

Table 5. Value of the Indirect Influence Path Coefficient

Hypothesis	Indirect and total effects	P-value for the sum of indirect effects	Information
X1 > Y > Z	0.362	0.014	Important
X2 > Y > Z	0.245	0.006	Important

Source : Data-processed research (2025)

The results given in Table 5 above show the indirect influence of variables X1 (self-control), X2 (integrity), on variables Y (professionalism) through Z (organizational commitment) as follows:

1. The indirect influence from X1 (self-control) to Y (professionalism) was significant with a path coefficient value of 0.362 and a *p* value of 0.014. Because the *p*-value is lower than the significance level of α ($0.014 < 0.05$). This shows that there is a significant positive influence of self-control (X1) on professionalism (Y) through a pathway involving the Z variable (organizational commitment).
2. The indirect influence from X2 (integrity) to Y (professionalism) had a path coefficient of 0.245 with a *p* value of 0.006. Because the *p*-value is lower than the significance level of α ($0.006 < 0.05$). This shows that there is a significant positive influence of integrity (X2) on professionalism (Y) through a pathway involving the Z variable (organizational commitment).

5. Path Analysis

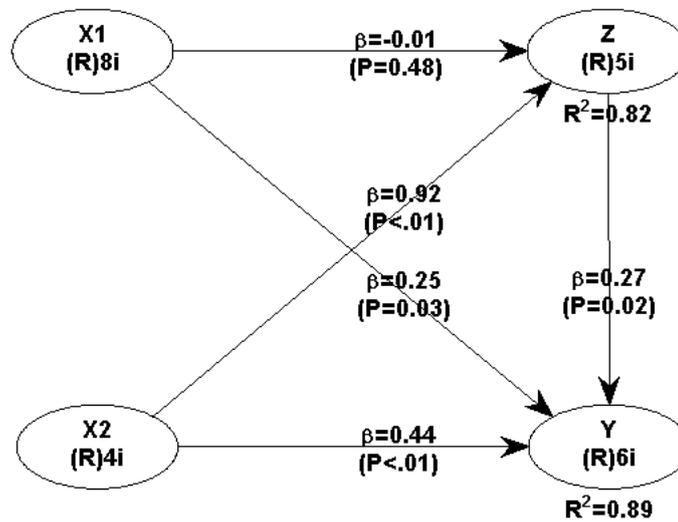


Figure 2. Path Analysis

5. Coefficient of Determination R²

Table 6. Test Research Model

Adjusted R-squared coefficient

X1	X2	Z	Y
		0.815	0.886

Source : Data-processed research (2025)

The above determination coefficient is presented in the form of *the adjusted R-squared coefficient* in the table. Based on *the r-squared* value in table 6. This shows that self-control and integrity are able to explain the organizational commitment variable of 81.5% or categorized as a good correlation, and the remaining 18.5% are explained by other constraints beyond those studied in this study. Meanwhile, self-control and integrity were able to explain the professionalism variable of 88.6% or categorized as a good correlation, and the remaining 11.4% were explained by other constraints beyond those

studied in this study.

DISCUSSION

1. Self-Control has a positive and significant effect on the professionalism of Kraksaan Class IIB State Prison Employees

Self-control is an important skill that employees must have, especially in a stressful and high-risk work environment such as in the Kraksaan State Prison Class IIB. These skills cover various aspects ranging from personal emotion management to the ability to recognize the emotions of others, which overall contribute positively to professionalism in carrying out daily tasks and obligations. In this study, self-control is analyzed through seven main indicators that are the key to the success of employees in carrying out their functions effectively and efficiently.

These findings indicate that employees of the Kraksaan Class IIB State Prison of the Kraksaan State Prison Class IIB who have a trained background and supervision of inmates, as found in previous research in other prisons that show the effectiveness and professionalism of comprehensively trained employees. The results of the study reinforce previous findings that self-control including emotion management, alertness, situational adaptation, cognitive control, and decision-making have a significant positive effect on employee professionalism. However, this study goes further by emphasizing the importance of organizational integrity and commitment as mediating factors that strengthen these relationships, in contrast to previous research that focused more on the direct influence of self-control (Sulaiman et al., 2025).

Managerially, these results confirm the need for a training program that not only develops technical skills, but also strengthens employee integrity and loyalty through increased organizational commitment. Prison leaders can implement a human resource management approach that emphasizes fostering self-control behaviors in the context of high-pressure work and supporting a conducive work climate to improve professionalism. This approach is expected to be able to increase the effectiveness of security management and inmate services in prisons. Thus, the research adds practical and theoretical insights in the special context of class IIB prisons by showing the complex relationship between variables, which is relevant for the development of prison human resources to be more responsive to the demands of a dynamic work environment.

These findings are in line with the theory of self-control in the human resource management literature which asserts that self-control plays a key role in shaping professional behavior and integrity in complex and dynamic work environments. And supported by previous research conducted by (Nugroho & Zaman, 2024), (Ambat et al., 2023) and (Sulaiman et al., 2025) Therefore, the development of self-control needs to be a strategic focus in an effort to improve the professionalism of Detention House employees to support the overall success of the organization.

2. Integrity has a positive and significant effect on the professionalism of Kraksaan Class IIB State Prison employees

Integrity is one of the fundamental aspects that greatly affects the professionalism of employees, especially in a challenging work environment such as the Kraksaan State Prison Class IIB. Integrity not only includes ethical and moral behavior, but it also

includes an employee's commitment to carry out their duties honestly, consistently, and responsibly in accordance with the organization's values. In this study, integrity is analyzed through several important indicators that describe the moral and ethical qualities of employees that have a direct impact on their professionalism in carrying out daily tasks.

The results of the study show that this study involves employees of the Kraksaan Class IIB State Prison who have a great responsibility in managing inmates in an environment with high work pressure, in line with the characteristics of other prison employees that have been previously studied. The results of the study show that integrity, especially honesty and transparency, is an important foundation in maintaining trust both internally and publicly. These findings are consistent with previous research that emphasized the role of integrity in the professionalism of correctional employees, but this study adds to the understanding of how firm principles and employee fortitude in the face of pressure strengthen standards of professionalism in an ongoing manner.

Additionally, self-control abilities have proven crucial in maintaining emotional and behavioral stability to keep them in line with organizational ethics, allowing employees to manage stressful and conflict situations effectively. The key distinction of this study compared to previous research lies in the emphasis on the relationship between self-esteem, self-control, and built professional responsibility, given the complexity of the prison environment.

Practically, prison management must focus on developing training that emphasizes strengthening integrity and self-control through systematic coaching programs, in order to improve professionalism and service quality. This managerial implication is important so that employees are able to maintain optimal performance and maintain the image of the institution, which in turn supports the security and order of the prison environment as a whole.

The support of the research results shows that integrity with various indicators such as honesty, constancy, self-control, and self-esteem has a positive and significant influence on the level of professionalism of employees in the Kraksaan State Prison Class IIB. These findings are in line with the principles of human resource management and work ethic which affirm that integrity is the main foundation in building professionalism and trust in a work environment that demands high accountability and discipline. And the support of previous research conducted by (Syahrir, 2022), (Prasetyo et al., 2023), (L.Herin, 2023) and (Nugroho & Zaman, 2024) Therefore, strengthening employee integrity must be the focus of human resource development strategies to improve the effectiveness and quality of public services in institutions.

3. Self-Control Has a Positive and Significant Effect on the Commitment of the Kraksaan Class IIB State Prison Employees Organization

Self-control is one of the main factors that affect the level of commitment of an employee organization, especially in a stressful and complex work environment such as the Kraksaan Class IIB State Detention Center. The ability to manage emotions, maintain trust, and adapt to dynamic conditions is essential for employees to maintain loyalty and attachment to the organization (Ambat et al., 2023). In this study, self-control was analyzed through seven indicators that describe various aspects of self-regulation that

contribute significantly to organizational commitment.

The findings of this study show that this study involves Kraksaan Class IIB State Prison employees who work in an environment with high pressure and conflict risk, in line with the characteristics of other class IIB prison employees who demand emotional management skills (). The findings show that self-control, especially the ability to manage and restrain emotions from being impulsive, is crucial in maintaining psychological stability and supporting employees' emotional attachment to the organization. This is in line with previous research that emphasized the role of emotional intelligence in improving the performance of correctional officers, but this study reinforces it by highlighting how such emotional attachment affects long-term commitment.

In addition, these results confirm that vigilance as part of self-control not only maintains environmental safety but also increases employees' sense of responsibility towards the institution. The role of adaptation to changing situations and cognitive control was also found to strengthen organizational commitment, providing a more comprehensive picture than previous studies. Managerially, these results indicate the need for regular training in emotional management and soft skills development that support the strengthening of emotional bonds and employee commitment. The implementation of this kind of program can increase work effectiveness, maintain the stability of the detention environment, and strengthen the sense of responsibility of employees towards the institution.

These findings are in line with the human resource management literature that emphasizes self-control as an important asset in building strong commitment in dynamic and challenging organizations such as Detention Centers. These findings are supported by previous research (Ambat et al., 2023) and (Nugroho & Zaman, 2024) Therefore, the development of employee self-control skills needs to be the focus of the strategy to increase the organization's commitment to sustainability and institutional success.

4. Integrity has a positive and significant effect on the commitment of the Kraksaan Class IIB State Prison Employees Organization

Integrity is one of the main pillars that affects organizational commitment, especially in a work environment that demands high discipline and responsibility such as the Kraksaan Class IIB State Center. Integrity not only means acting honestly and ethically, but it also includes steadfastness in adhering to principles, the ability to control oneself, and a healthy sense of self-worth (Prasetyo et al., 2023). In this study, these aspects of integrity are analyzed through several key indicators that show how integrity actually contributes to increasing employee commitment to the organization.

The results of the findings in depth show that honesty is the main foundation that requires employees of the Kraksaan Class IIB Prison to carry out their duties with an honest and transparent attitude without manipulation or fraud. This honest attitude builds strong trust not only between employees, but also between employees and inmates and the wider community. Honesty creates a fair and professional work environment, thereby increasing employees' emotional attachment and loyalty to the organization, which ultimately strengthens their commitment in the long run. Fortitude or consistency in upholding high moral principles and values is an important aspect for employees in

dealing with pressures and challenges in the Detention Center. Employees who are firm in their work ethic and organizational standards are able to maintain integrity and professionalism on an ongoing basis. This attitude encourages employees to remain loyal and highly committed to the organization's goals and vision, despite facing various dynamics and obstacles to work.

Self-control is a crucial ability to control emotions and behavior so that it is always in line with organizational ethical standards. Employees who have good self-control are able to deal with stressful situations and potential conflicts while remaining calm and professional. This plays a major role in maintaining security, order, and harmonious relationships with inmates and colleagues, which has positive implications for strengthening their commitment to the organization. Healthy self-esteem and a confident attitude that aligns with personal and organizational values are the main drivers for employees to demonstrate professional and responsible behavior. Employees with good self-esteem are motivated to always adhere to organizational standards and improve the quality of service at the Detention Center. This motivation indirectly strengthens the emotional attachment and commitment of the members of the organization to the institution.

The results of the study consistently show that integrity measured through honesty, constancy, self-control, and self-esteem has a positive and significant influence on the organizational commitment of Kraksaan State Prison Employees Class IIB. Integrity strengthens the moral and ethical foundations that foster employee trust and loyalty to the institution (Lambok, 2025). These findings are in line with various theories and research in the field of human resource management that affirm that integrity is a key factor in building high commitment in organizations (Triswanto & Riyadi, 2022). Therefore, the development of employee integrity needs to be used as a strategic focus to increase the organization's commitment to achieve sustainable institutional success.

5. Organizational Commitment Has a Positive and Significant Effect on the Professionalism of Kraksaan Class IIB State Prison Employees

Organizational commitment is a key factor that affects the level of professionalism of employees, especially in a work environment that demands discipline, loyalty, and high integrity such as Puskesmas Class IIB Puskesmas. This commitment reflects the extent to which employees believe in and accept the organization's goals and values, want to contribute, are loyal, are proud to be part of the organization, and are actively involved and have a positive attitude towards the organization. In this study, organizational commitment is analyzed through these indicators which together contribute significantly to employee professionalism (Scott, 2021) and (Ernawati, 2021).

The results of this finding in-depth show that this research involves employees of the Kraksaan State Prison Class IIB who have a high level of organizational commitment, reflected in a strong belief in the vision, mission, and values of the organization. These findings are in line with studies in other class IIB prisons that show commitment as an important determinant of employee professionalism (). Highly committed employees actively participate in internal activities, such as service innovation and cleanliness, which reinforce a sense of ownership and responsibility towards the institution.

Commitment is also reflected in loyalty, compliance with rules, and discipline in carrying out duties according to standards. This strengthens professionalism because employees are consistent and accountable, in line with findings related to the importance of organizational civic behavior in the context of correctional (). In addition, pride in the institution encourages active participation in internal activities that increase solidarity and work motivation. Managerially, these results underscore the importance of strengthening organizational commitment through coaching programs that increase employee involvement in various institutional activities. This approach not only enhances professionalism but also creates a conducive and innovative work environment, supporting the institution's sustainable progress.

The results of the study show that organizational commitment, which includes belief and acceptance of the organization's goals and values, desire to contribute, loyalty, pride, involvement, and positive attitude, have a positive and significant effect on the professionalism of Kraksaan Class IIB State Prison employees. These findings are consistent with human resource management theory which asserts that organizational commitment is a key factor in building professional behavior, loyalty, and quality performance in organizations. The results of this study are also supported by (Rosalina et al., 2023) and (Scarlet & Scarlett, 2024) Therefore, strengthening and maintaining organizational commitment needs to be a strategic focus to increase professionalism and effectiveness in carrying out duties in the Detention House.

6. Self-Control Has a Positive and Significant Effect on the Professionalism of Kraksaan State Prison Employees Class IIB through organizational commitment

Self-control is an important ability that employees have in managing emotions, thoughts, and actions to stay in line with organizational norms and goals. At the Center for Self-Control, Class IIB Puskesmasnya, City of Mental Illness, Class IIB, Bandung City, High organizational commitment further becomes a mediator that connects self-control with increasing employee professionalism in carrying out daily tasks. This study examines how self-control indicators contribute positively through the organization's commitment to encourage employee professionalism.

This study involved Kraksaan Class IIB State Prison employees who work in a stressful environment, demanding effective emotional control skills to maintain psychological stability. These findings are consistent with previous studies that showed that good emotional control contributes to harmonious working relationships and reduces conflict in the correctional environment (). Such emotional stability strengthens the organization's emotional attachment and commitment, which in turn encourages employees to act professionally according to the organization's standards and values.

High vigilance was also found to be an important factor in maintaining security and showing employee responsibility towards the institution. The ability to adapt to changing work situations, including technological developments and social dynamics, strengthens employees' attachment to the organization, deepens the commitment that underlies sustainable professionalism. Cognitive control in decision-making ensures that employee actions are aligned with organizational goals, improving the quality of professionalism in the execution of tasks. Managerially, it is important for prison leaders

to implement training programs for emotional control, awareness development, and adaptability. This approach can increase the mental stability of employees and form a conducive work environment, supporting professionalism and safety in prisons.

The results of the study showed that self-control had a positive and significant effect on the professionalism of Kraksaan Class IIB State Prison employees with organizational commitment as a mediation variable. Commitment formed through self-control strengthens the employee's emotional bond, loyalty, and responsibility to the institution, which in turn encourages the professional execution of duties. These results are supported by previous research conducted by (Ambat et al., 2023), (Rosalina et al., 2023) and (Elisabeth & Suyono, 2024) These findings are in line with the human resource management literature that affirms the importance of self-control in building organizational commitment as the main capital to improve professionalism in a stressful and challenging work environment.

7. Professionalism of Kraksaan Class IIB State Prison Employees Through Organizational Commitment

Organizational commitment is a crucial factor that plays a role in building and improving employee professionalism, especially in institutions such as the Kraksaan State Prison Class IIB which demands high discipline, integrity, and responsibility. Organizational commitment reflects loyalty, acceptance of organizational values and goals, and employee motivation to contribute to the fullest (Riaweny, 2021). This study examines various indicators of organizational commitment that positively and significantly affect employee professionalism in carrying out duties and services within the Detention Center.

This study highlights the organizational commitment of Kraksaan Class IIB State Prison employees as a key factor in professionalism. The findings confirm employees with high commitment have strong trust in the organization's vision, mission, and values, in line with another study in class IIB prisons that emphasized the importance of commitment in building professionalism and loyalty (). Activities such as participation in service service and innovation activities strengthen a sense of ownership and improve the quality of performance. Employee loyalty is proven through adherence to rules and discipline in the performance of duties, which is in line with the results of previous research that showed a positive relationship between loyalty, obedience, and professionalism in the correctional environment (). The pride of being part of an institution motivates employees to maintain their reputation and improve the quality of work through active participation in internal activities.

Managerially, it is important for prison leaders to strengthen organizational commitment through work culture development programs that encourage employee involvement in innovation, discipline maintenance, and empowerment. This approach helps to create a conducive and sustainable work environment and supports the improvement of employee professionalism.

These findings are in line with human resource management theory which asserts that organizational commitment is key in building professional behavior, loyalty, and quality performance. The results of this study are supported by (Raharjo et al., 2023), (Scarlet & Scarlett, 2024) and (I Ketut Rahmatika, 2022) Therefore, strengthening and

maintaining organizational commitment must be a strategic focus in an effort to increase professionalism and effectiveness in the implementation of duties in the Detention House.

CONCLUSION

Based on the results of the analysis, several conclusions can be drawn as follows. This study concludes that self-control and integrity significantly enhance employee professionalism of Kraksaan Class IIB State Prison employees. Self-control helps employees manage their emotions, alertness, adaptation, and decision-making processes effectively so that they directly support the professional execution of their duties. The integrity demonstrated through honesty, moral principles, and healthy self-esteem form a strong ethical foundation for professionalism. In addition, self-control and integrity also contribute significantly to increasing organizational commitment. High organizational commitment, which is evident from belief in the values and goals of the organization, loyalty, involvement, and pride in being part of the organization, is the main mediator that strengthens the professionalism of employees on an ongoing basis, supporting the achievement of institutional goals. Thus, organizational commitment is an important path that connects personal and organizational factors in building employee professionalism consistently.

Suggestion

This study recommends the development of systematic and sustainable training programs systematic and sustainable self-control and integrity training programs to strengthen the commitment and professionalism of prison employees. Further research is recommended to evaluate the effectiveness of this training in the context of the Detention Center. In addition, an in-depth study of the factors that support and inhibit organizational commitment such as leadership, organizational culture, and managerial support is also needed to understand their impact on professionalism. It is also recommended to test more complex mediation and moderation models with a large sample and longitudinal approach. Qualitative research is also recommended to explore employees' perceptions related to self-control, integrity, and commitment. In addition, evaluation of the influence of work stress and the work environment on the relationship between variables is important to be carried out. Finally, the development of more specific indicators and measurement instruments in accordance with the prison context is essential to improve the accuracy and reliability of future research. Approaches such as professional ethics training and self-control skills development that have been implemented in modern prisons support this suggestion.

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