

The Effect of Autonomy, Competence, and Relatedness on Employees' Felt Responsibility (A Study at the Class I State Detention Center in Samarinda)

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Abstract

Employees' felt responsibility is important for effective correctional service delivery amid complex work demands and resource constraints. This study examined the associations of autonomy, competence, and relatedness with felt responsibility among employees at the Class I State Detention Center in Samarinda. A quantitative explanatory approach was employed, involving all 120 employees through total sampling. Questionnaire data were analyzed using partial least squares structural equation modeling (PLS-SEM). Autonomy, competence, and relatedness showed positive, statistically significant associations with felt responsibility, with path coefficients of 0.382, 0.333, and 0.409, respectively (all $p < .001$). Relatedness had the largest estimated path coefficient among the three constructs. Together, the constructs explained 84.3% of the variance in felt responsibility ($R^2 = .843$). These findings provide context-specific evidence linking employees' basic psychological needs with felt responsibility in correctional work. The practical implications concern human resource management strategies that strengthen workplace relationships and collaboration, create opportunities for employee initiative, and support continuous competence development. Such priorities offer a basis for aligning workplace practices with employees' psychological needs and sense of responsibility within correctional institutions.

Keywords: Autonomy; Competence; Relatedness; Felt Responsibility; Self-Determination Theory

INTRODUCTION

Correctional institutions play a critical role in the criminal justice system by ensuring security while facilitating rehabilitation and the social reintegration of individuals in custody. The effectiveness of these functions depends not only on formal procedures but also on employees' willingness to carry out their duties conscientiously. This challenge becomes more demanding when operational pressure increases because of overcrowding. In mid-2025, Indonesia's correctional facilities accommodated 272,572 individuals despite having a combined capacity of only 146,860. Such conditions place considerable demands on correctional personnel, whose responsibilities require consistent judgment, vigilance, and accountability. Accordingly, understanding the psychological factors that encourage employees to take personal responsibility for their work is important for human resource management in correctional institutions.

Concerns about employee responsibility are particularly relevant when operational pressures coexist with integrity violations and failures in duty performance. Reports concerning disciplinary actions against correctional employees, alleged involvement in drug smuggling, and misconduct involving prison facilities illustrate the importance of strengthening individual accountability. These incidents should not be interpreted as representative of all correctional personnel; rather, they highlight the consequences that may arise when professional obligations are not consistently upheld. This study therefore approaches responsibility as more than a formal obligation attached to a position. It focuses on felt responsibility, a psychological state in which individuals personally experience accountability for the processes and outcomes of their work (Hackman & Oldham, 1976). This distinction matters because formal compliance does not necessarily indicate that employees have internalized responsibility as a personal commitment.

Felt responsibility is particularly important in workplaces where employees must respond effectively to unexpected situations and cannot rely continuously on direct supervision. Fuller et al. (2006) demonstrated that felt responsibility for constructive change is associated with proactive behavior and can be explained through individual and job-related characteristics. Such responsibility may encourage employees to identify problems, take initiative, and pursue improvements rather than merely complete assigned tasks. In correctional settings, these behaviors are relevant because security, administration, and rehabilitation require coordinated action across different duties. Nevertheless, responsibility

cannot be assumed to emerge automatically from organizational rules. It is also necessary to consider the psychological experiences through which employees develop a personal sense of ownership and accountability.

Self-Determination Theory (SDT) offers a useful framework for examining these experiences. The theory proposes that employee motivation and psychological functioning are influenced by the satisfaction of three basic psychological needs: autonomy, competence, and relatedness (Deci et al., 2017). Autonomy concerns experiencing one's actions as personally endorsed, competence refers to feeling effective in performing tasks, and relatedness involves feeling accepted and meaningfully connected to others. Ryan & Deci (2017) explain that satisfying these needs supports more autonomous forms of motivation and the internalization of values. In organizational settings, this framework suggests that employees may develop stronger personal responsibility when they understand and endorse their duties, believe they can perform them effectively, and feel connected to the people and institution they serve. These mechanisms provide a theoretical basis for examining felt responsibility through the lens of SDT.

Previous research has established a substantial empirical foundation for the relevance of basic psychological needs at work. Van den Broeck et al. (2016) reviewed evidence linking autonomy, competence, and relatedness with positive motivational and organizational outcomes. Cross-cultural validation by Gagné et al. (2015) further supported the applicability of SDT-based work motivation measures across nine countries, including Indonesia. In addition, Slemp et al. (2018) found that autonomy-supportive leadership was positively associated with psychological need satisfaction, work engagement, and performance. These findings indicate that employees' psychological experiences are important for understanding workplace behavior. However, evidence concerning motivation, engagement, or performance cannot automatically be treated as evidence of felt responsibility, because these constructs represent related but distinct outcomes.

Autonomy may contribute to felt responsibility by strengthening employees' perceived ownership of their work. When employees can express their perspectives, understand the rationale behind decisions, and exercise appropriate discretion, they may be more likely to regard work outcomes as personally meaningful. Fuller et al. (2006) identified job autonomy as an important predictor of felt responsibility for constructive change. Similarly, research on autonomy-supportive leadership suggests that managers can facilitate

need satisfaction by acknowledging employees' perspectives and providing meaningful explanations for workplace decisions (Slemp et al., 2018). In correctional institutions, autonomy should not be confused with unrestricted discretion or permission to disregard security procedures. Rather, it concerns opportunities for meaningful participation and initiative within established operational and legal boundaries.

Competence may also shape felt responsibility because employees are more likely to accept accountability when they believe their efforts can produce effective outcomes. The satisfaction of competence needs has been associated with positive workplace functioning, including task performance and initiative (Van den Broeck et al., 2010). Gagné & Deci (2005) likewise emphasized that the quality of work motivation is important for understanding employee behavior and performance. In contrast, uncertainty about one's abilities, inadequate development opportunities, and insufficient constructive feedback may weaken confidence in handling work responsibilities. Relatedness offers another potential explanation: employees who feel accepted and valued within their work groups may develop stronger social reasons to care about collective outcomes. Baumeister & Leary (1995) identified the need to belong as a fundamental human motivation, while Olafsen et al. (2015) highlighted the relevance of managerial support for psychological needs in the workplace. Together, these perspectives suggest that personal accountability may be shaped by both individual experiences and the social environment.

Despite this theoretical and empirical foundation, a clear research gap remains. Although SDT has been extensively examined in organizational research, its application requires further investigation across diverse institutional settings (Ryan & Deci, 2017). Fuller et al. (2006) examined felt responsibility for constructive change, but their model did not specifically establish the combined influence of autonomy, competence, and relatedness on felt responsibility among Indonesian correctional employees. Moreover, cross-cultural evidence from Gagné et al. (2015) does not specifically establish whether the same relationships operate within Indonesian correctional institutions. Slemp et al. (2021) further emphasized the importance of organizational interventions that address psychological needs at multiple levels. The unresolved issue is therefore whether the three basic psychological needs can explain felt responsibility in a highly hierarchical, procedure-oriented environment where security obligations and formal authority shape employees' daily experiences.

The novelty of this study lies in examining autonomy, competence, and relatedness as three theoretically distinct predictors of felt responsibility within the context of Rumah Tahanan Negara Kelas I Samarinda, an Indonesian Class I state detention facility. Rather than treating general motivation or job performance as substitutes for personal accountability, the study places felt responsibility at the center of its analytical framework. It extends the application of SDT to a correctional setting in Indonesia and examines the individual and combined contributions of its three basic psychological needs. Accordingly, this study aims to determine the effects of autonomy, competence, and relatedness on employees' felt responsibility at Rumah Tahanan Negara Kelas I Samarinda. The findings are expected to contribute to organizational research by providing context-specific evidence and to inform human resource management practices that support employees' internalized responsibility while maintaining the operational and regulatory requirements of correctional institutions.

METHODS

This study employed a quantitative explanatory design to examine the effects of autonomy, competence, and relatedness on correctional officers' felt responsibility at Class I State Detention Center in Samarinda, Indonesia. A quantitative approach was adopted because it enables the numerical measurement of research variables and the statistical testing of hypotheses. The conceptual framework was grounded in Self-Determination Theory (SDT), which identifies autonomy, competence, and relatedness as fundamental psychological needs (Deci et al., 2017; Deci & Ryan, 2000). Felt responsibility was conceptualized with reference to the Job Characteristics Model proposed by Hackman & Oldham (1976), including subsequent developments by Fuller et al. (2006) and Pierce et al. (2001).

The research model comprised four variables: autonomy (X1), competence (X2), relatedness (X3), and felt responsibility (Y). Autonomy was assessed through freedom of action, alignment between work and personal values, and participation in decision-making. Competence was measured in terms of task mastery, the ability to handle work challenges, and personal development. Relatedness encompassed relationships with colleagues, relationships with supervisors, and a sense of belonging to the organization. The three independent variables were operationalized according to SDT, using indicators adapted from

the Work-related Basic Need Satisfaction Scale (Van den Broeck et al., 2010). Felt responsibility was measured through four dimensions: psychological ownership of work, personal accountability for work outcomes, internalized responsibility, and an orientation toward improvement and high-quality results.

The study population consisted of 120 employees at Class I State Detention Center in Samarinda. All population members were included through total sampling, also known as census sampling, in which the entire defined population is recruited as the study sample (Sugiyono, 2021). Eligible participants were permanent civil servants actively working at the institution, with at least six months of service, who voluntarily agreed to participate and completed the questionnaire. Employees on extended leave or sick leave, those assigned outside the institution during data collection, contractual government employees, and honorary workers were excluded.

Primary data were collected through a questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. Secondary data were obtained through a literature review and document analysis, while preliminary observations provided contextual information about the workplace. Instrument testing involved 30 employees from Class IIB State Detention Center in Kotabumi. Convergent validity was assessed using outer loadings and the Average Variance Extracted (AVE). Discriminant validity was examined using the Fornell–Larcker criterion, cross-loadings, and the Heterotrait–Monotrait Ratio (HTMT). Internal consistency was evaluated using Cronbach's alpha, composite reliability, and rho_A (Fornell & Larcker, 1981; Hair et al., 2019; Henseler et al., 2015)

The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The analysis comprised measurement-model evaluation, structural-model assessment, and significance testing through bootstrapping with 5,000 subsamples. The structural model was assessed using VIF, path coefficients, R^2 , f^2 , Q^2 , and SRMR. Hypotheses were evaluated based on t-statistics, p-values, and 95% confidence intervals. The research was scheduled to span seven months, from April to October, covering proposal preparation, instrument development and testing, data collection, analysis, and report preparation. The specific calendar year was not explicitly stated in the available research schedule.

RESULTS

Descriptive Analysis

Descriptive analysis was conducted to examine respondents' perceptions of each research variable before the model was assessed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The study involved 120 employees of Class I State Detention Center in Samarinda, and all 120 responses were considered suitable for analysis. Mean scores were interpreted using five categories: very low (1.00–1.80), low (1.81–2.60), moderate (2.61–3.40), high (3.41–4.20), and very high (4.21–5.00).

Table 1. Descriptive Statistics of the Research Variables

Variable	Items	Mean	SD	Category
Autonomy (X1)	6	3,28	0,94	Moderate
Competence (X2)	6	3,29	0,95	Moderate
Relatedness (X3)	6	3,30	0,93	Moderate
Felt Responsibility (Y)	8	3,29	0,94	Moderate

Source: Compiled by the researcher (2026)

Table 1. Descriptive Statistics of the Research Variables shows that all variables fall within the moderate category, with mean scores ranging from 3.28 to 3.30. Relatedness recorded the highest mean (3.30), while autonomy had the lowest (3.28). At the item level, the highest means were recorded for comfortable communication with supervisors (3.34), confidence in work performance quality (3.33), personal task importance (3.33), and ownership of work (3.32). Overall, 41.7% of responses were positive, 34.0% neutral, and 24.3% negative, suggesting opportunities to strengthen psychological need satisfaction and felt responsibility.

Measurement Model Assessment (Outer Model)

The measurement model comprised three exogenous constructs—autonomy, competence, and relatedness—and one endogenous construct, felt responsibility, measured using 26 reflective indicators. The model was evaluated for convergent validity, discriminant validity, reliability, and collinearity.

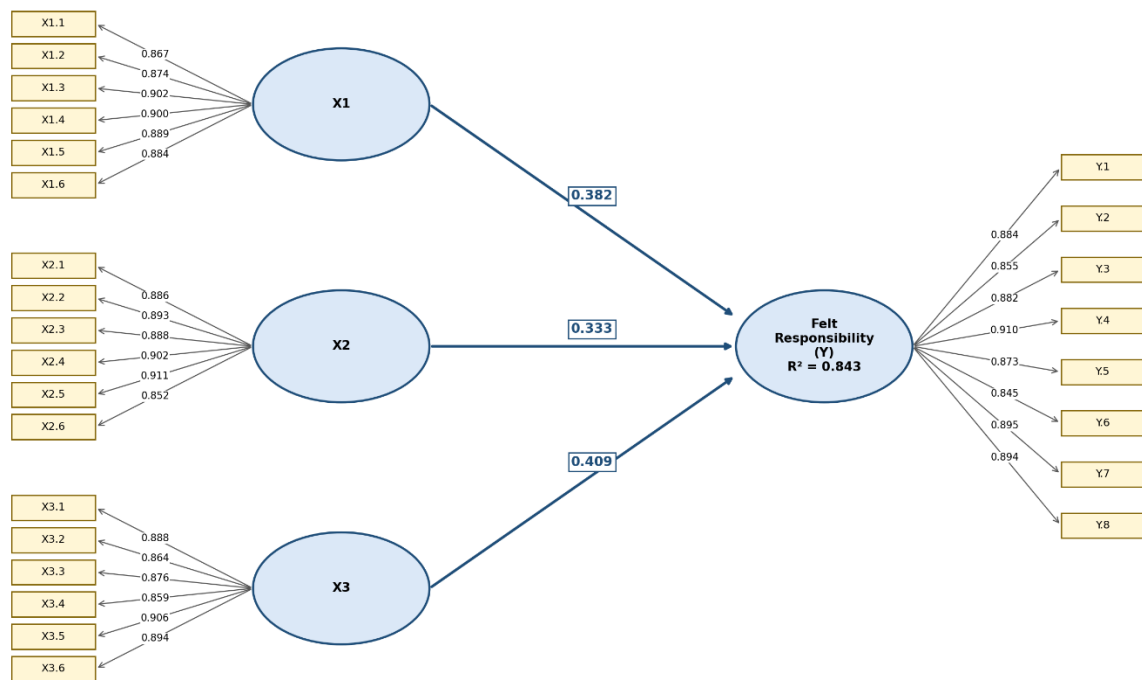


Figure 1. PLS Algorithm Results

Convergent Validity and Reliability

Table 2. Outer Loadings, Reliability, and AVE

Construct	Outer Loading Range	Cronbach's Alpha	rho_A	CR	AVE
Autonomy	0.867-0.902	0.945	0,946	0,956	0,785
Competence	0.852-0.911	0.947	0,949	0,958	0,790
Relatedness	0.859-0.906	0.943	0,944	0,954	0,777
Felt Responsibility	0.845-0.910	0.958	0,959	0,965	0,774

Source: Compiled by the researcher (2026)

Table 2. Outer Loadings, Reliability, and AVE shows that all indicators have outer loadings above 0.70, while Cronbach's alpha, rho_A, and composite reliability (CR) exceed 0.70. AVE values range from 0.774 to 0.790, exceeding the minimum threshold of 0.50. These results support the reliability and convergent validity of all constructs. However, CR values above 0.95 warrant consideration of potential indicator redundancy.

Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion, cross-loadings, and the heterotrait–monotrait ratio (HTMT).

Table 3. Fornell–Larcker Criterion

Variable	X1	X2	X3	Y
Autonomy	0,886			
Competence	0,442	0,889		
Relatedness	0,596	0,443	0,882	
Felt Responsibility	0,773	0,683	0,784	0,880

Source: Compiled by the researcher (2026)

Table 3. Fornell–Larcker Criterion shows that the square root of AVE for each construct exceeds its correlations with the other constructs. The diagonal values range from 0.880 to 0.889, whereas interconstruct correlations range from 0.442 to 0.784. These findings indicate that the Fornell–Larcker criterion is satisfied.

Table 4. Heterotrait–Monotrait Ratio (HTMT)

Variable	X1	X2	X3
Competence	0,466		
Relatedness	0,630	0,466	
Felt Responsibility	0,811	0,715	0,823

Source: Compiled by the researcher (2026)

Table 4. Heterotrait–Monotrait Ratio (HTMT) shows that the HTMT values range from 0.466 to 0.823. The highest value is observed between relatedness and felt responsibility (0.823), whereas the lowest values are found between autonomy and competence and between competence and relatedness, both at 0.466. All values are below the threshold of 0.85, indicating that discriminant validity is established. These results suggest that each construct is empirically distinguishable from the other constructs in the measurement model.

Indicator Collinearity

Indicator collinearity was assessed using the outer Variance Inflation Factor (VIF), with a value below 5 indicating the absence of serious collinearity concerns. The results are presented in Table 5.

Table 5. Outer VIF Results

Variable	Indicator	VIF	Decision
Autonomy (X1)	X1.1	2,918	No serious concern
	X1.2	3,078	No serious concern
	X1.3	3,862	No serious concern
	X1.4	3,715	No serious concern
	X1.5	3,422	No serious concern
	X1.6	3,276	No serious concern
Competence (X2)	X2.1	3,303	No serious concern

Variable	Indicator	VIF	Decision
Relatedness (X3)	X2.2	3,523	No serious concern
	X2.3	3,420	No serious concern
	X2.4	3,880	No serious concern
	X2.5	4,138	No serious concern
	X2.6	2,749	No serious concern
	X3.1	3,441	No serious concern
	X3.2	2,812	No serious concern
	X3.3	3,046	No serious concern
	X3.4	2,969	No serious concern
	X3.5	3,892	No serious concern
	X3.6	3,457	No serious concern
Felt Responsibility (Y)	Y.1	3,892	No serious concern
	Y.2	3,156	No serious concern
	Y.3	3,666	No serious concern
	Y.4	4,620	No serious concern
	Y.5	3,348	No serious concern
	Y.6	2,955	No serious concern
	Y.7	4,102	No serious concern
	Y.8	4,087	No serious concern

Source: Compiled by the researcher (2026)

Table 5. Outer VIF Results shows that the outer VIF values range from 2.749 to 4.620. The lowest value is recorded for indicator X2.6, while the highest value is recorded for indicator Y.4. All indicators have VIF values below 5, indicating no serious collinearity concerns based on the adopted criterion. Therefore, the indicators satisfy the collinearity assessment requirements.

Overall, the measurement model evaluation indicates that the constructs satisfy discriminant validity requirements and that the indicators do not exhibit serious collinearity concerns. These findings support proceeding to the structural model evaluation.

Structural Model Evaluation (Inner Model)

Collinearity among the exogenous constructs was assessed using inner VIF values. A value below the conservative threshold of 3.3 was used to assess potential collinearity concerns. The results are presented in Table 6.

Table 6. Inner VIF Results

Structural Path	VIF	Decision
Autonomy → Felt Responsibility	1,653	No multicollinearity
Competence → Felt Responsibility	1,325	No multicollinearity
Relatedness → Felt Responsibility	1,655	No multicollinearity

Table 6. Inner VIF Results shows that the inner VIF values range from 1.325 to 1.655. All values are below the conservative threshold of 3.3, indicating that serious collinearity among the exogenous constructs is not evident. Accordingly, autonomy, competence, and relatedness can be assessed simultaneously as predictors of felt responsibility.

Coefficient of Determination (R-square)

The coefficient of determination was used to assess the proportion of variance in the endogenous construct explained by the exogenous constructs in the model. The results are presented in Table 7.

Table 7. Inner VIF Results

Variable	R-Square	Adjusted R-Square	Category
Felt Responsibility (Y)	0,843	0,839	Substantial

Source: Compiled by the researcher (2026)

Table 7. Inner VIF Results shows that the R-square value for felt responsibility is 0.843, while the adjusted R-square is 0.839. These results indicate that autonomy, competence, and relatedness jointly explain 84.3% of the variance in felt responsibility among employees of the Class I State Detention Center in Samarinda. The remaining 15.7% is attributable to factors outside the research model. Based on the adopted criteria, the R-square value indicates substantial explanatory power.

Effect Size (f-Square)

Effect size (f-square) was used to assess the contribution of each exogenous construct to the model's explanatory power for the endogenous construct. The results are presented in Table 8.

Table 8. f-Square Results

Structural Path	f-Square	Category
Autonomy → Felt Responsibility	0,562	Large
Competence → Felt Responsibility	0,535	Large
Relatedness → Felt Responsibility	0,644	Large

Source: Compiled by the researcher (2026)

Table 8. f-Square Results shows that all three exogenous constructs have large effect sizes on felt responsibility, with f-square values exceeding 0.35. Relatedness has the largest effect size (0.644), followed by autonomy (0.562) and competence (0.535). These findings indicate that all three constructs make substantial contributions to the model's explanatory power, although their relative contributions differ in magnitude.

Predictive Relevance (Q-square)

Predictive relevance was assessed using the Q-square value obtained through the blindfolding procedure with an omission distance of 7. The results are presented in Table 9.

Table 9. Q-Square Results

Variable	Q-Square	Category
Felt Responsibility (Y)	0,625	Large predictive relevance

Source: Compiled by the researcher (2026)

Table 9. Q-Square Results shows that the Q-square value for felt responsibility is 0.625. This value is greater than zero and exceeds the threshold of 0.50, indicating large predictive relevance according to the adopted criteria. The finding suggests that the model demonstrates predictive capability for the endogenous construct under the evaluation procedure applied.

Hypothesis Testing

Hypotheses were tested using bootstrapping with 5,000 subsamples, a bias-corrected and accelerated (BCa) confidence interval, a 5% significance level, and a two-tailed test. The results are presented in Figure 2 and Table 10.

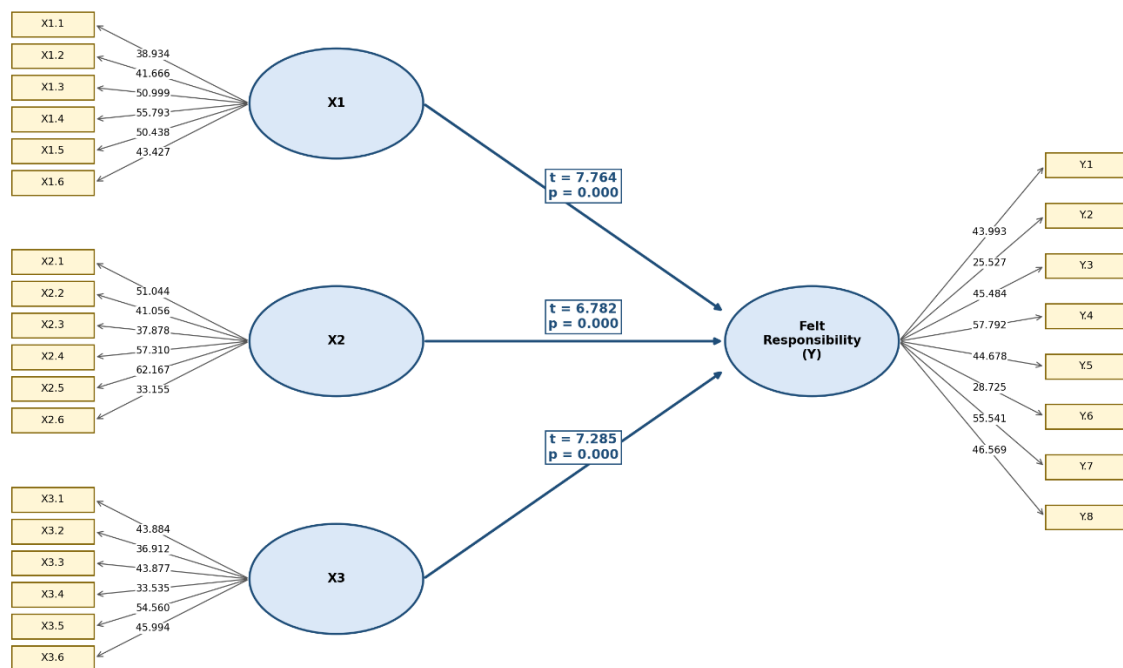


Figure 2. Bootstrapping Results Based on 5,000 Subsamples

Figure 2. Bootstrapping Results Based on 5,000 Subsamples shows that the structural model estimates obtained through bootstrapping with 5,000 subsamples. These results were

used to evaluate the significance of the relationships between autonomy, competence, relatedness, and felt responsibility.

Table 10. Hypothesis Testing Results

Hypothesis	Path	O	M	STDEV	t	p	CI 2,5%	CI 97,5%	Decision
H1	X1 → Y	0,382	0,383	0,049	7,764	< 0,001	0,282	0,476	Accepted
H2	X2 → Y	0,333	0,332	0,049	6,782	< 0,001	0,237	0,430	Accepted
H3	X3 → Y	0,409	0,410	0,056	7,285	< 0,001	0,290	0,510	Accepted

Source: Compiled by the researcher (2026)

Table 10. Hypothesis Testing Results shows that all three hypotheses are supported because the path coefficients are positive, the t-statistics exceed 1.96, the p-values are below 0.05, and the 95% confidence intervals do not include zero. Autonomy has a positive and significant relationship with felt responsibility, with a path coefficient of 0.382 ($t = 7.764$; $p < 0.001$; 95% CI [0.282–0.476]). Competence also has a positive and significant relationship with felt responsibility, with a path coefficient of 0.333 ($t = 6.782$; $p < 0.001$; 95% CI [0.237–0.430]). Relatedness demonstrates a positive and significant relationship with felt responsibility, with a path coefficient of 0.409 ($t = 7.285$; $p < 0.001$; 95% CI [0.290–0.510]).

Among the three structural paths, relatedness has the largest path coefficient, followed by autonomy and competence. However, the confidence intervals for the three paths overlap. Therefore, the differences in coefficient magnitudes should be interpreted as relative tendencies rather than evidence of statistically significant differences between the effects.

DISCUSSION

The findings indicate that autonomy, competence, and relatedness are positively and significantly associated with felt responsibility among employees at Class I State Detention Center in Samarinda. Together, these three psychological needs explain 84.3% of the variance in felt responsibility, suggesting that basic psychological need satisfaction is important for understanding employees' personal sense of accountability. This result is consistent with Self-Determination Theory (SDT), which emphasizes the role of psychological need satisfaction in shaping motivation and work-related behavior (Ryan & Deci, 2000; Van den Broeck et al., 2016). Nevertheless, the high R^2 value should be interpreted cautiously because all variables were measured using self-reported questionnaires administered at the same time. Consequently, common method variance may have contributed to the observed relationships (Podsakoff et al., 2003).

Autonomy had a path coefficient of 0.382 and a large effect size ($f^2 = 0.562$), indicating that employees' perceived discretion and understanding of the significance of their work contribute to felt responsibility. The strongest indicators were alignment between work and personal values (loading = 0.902) and performing tasks because they are considered important rather than compulsory (loading = 0.900). These findings suggest that autonomy in a correctional institution should not be equated with freedom from formal rules. Rather, it may be experienced through employees' willingness to understand, accept, and carry out their duties with personal commitment. This interpretation aligns with the argument that autonomy-supportive environments facilitate the internalization of organizational values and strengthen psychological ownership of work (Pierce et al., 2003; Ryan & Deci, 2020). It is also consistent with Fuller et al. (2006), who linked work characteristics to felt responsibility, and Slemp et al. (2018), who reported positive associations between autonomy support, motivation, and work engagement.

Although statistically significant, autonomy was not the strongest predictor in the model. Relatedness had the largest path coefficient, placing autonomy second. This pattern suggests that the relative importance of psychological needs may vary across organizational contexts. The hierarchical and command-based structure of correctional institutions may constrain employees' formal decision-making discretion. Under such conditions, autonomy support may be more effectively fostered by explaining the rationale behind policies, involving employees in work planning, and allowing discretion in areas that do not conflict with security procedures. However, the proposed influence of organizational hierarchy remains a contextual interpretation rather than a directly tested explanation and requires further investigation.

Competence also had a positive and significant relationship with felt responsibility, with a path coefficient of 0.333 and an f^2 value of 0.535. Although its path coefficient was the smallest among the three predictors, its effect size remained large. This indicates that feeling capable of completing tasks and addressing workplace challenges makes a distinct contribution to personal responsibility. The strongest indicators were perceived continuing development of one's abilities (loading = 0.911) and the ability to solve work-related problems (loading = 0.902). These findings correspond with Fuller et al. (2006), who identified self-efficacy as a predictor of felt responsibility, and Van den Broeck et al. (2016), who associated perceived competence with task performance and proactive behavior. Gagné et al. (2015) likewise highlighted the relevance of competence satisfaction to internalized

forms of motivation. In the present setting, these results emphasize the importance of constructive performance feedback and professional development, particularly for employees transferred to positions outside their areas of expertise.

Relatedness demonstrated the strongest relationship with felt responsibility, with a path coefficient of 0.409 and an f^2 value of 0.644. Its highest-loading indicators were feeling like an important member of the team (0.906) and perceiving one's contribution as meaningful to the organization (0.894). These results suggest that personal responsibility develops not only from individual capability but also from social relationships through which employees feel accepted, valued, and needed. This interpretation is consistent with Reeve et al. (2004), who identified belongingness as a fundamental human motivation, and Olafsen et al. (2015), who emphasized the role of psychological need support in work motivation. In correctional settings, team-based duties and shift arrangements may make these relationships particularly consequential because an employee's performance can affect the safety and effectiveness of colleagues working in the same unit.

The prominence of relatedness adds contextual nuance to the SDT literature. Van den Broeck et al. (2016) reported that autonomy often demonstrates a strong relationship with autonomous motivation, whereas relatedness emerged as the strongest predictor in this study. One possible explanation is the collective and interdependent nature of correctional work. However, the confidence intervals for the three path coefficients overlap, limiting the extent to which their relative magnitudes can be interpreted as definitively different. The findings should therefore be viewed as preliminary evidence that the relative contribution of psychological needs may depend on the characteristics of the work environment.

Theoretically, this study connects SDT with felt responsibility as conceptualized within the Job Characteristics Model. Whereas Hackman and Oldham (1976) identified experienced responsibility as an important aspect of work design, the present findings indicate that personal responsibility is also associated with the satisfaction of basic psychological needs. This extends the application of SDT to a highly regulated, hierarchical public-sector setting in Indonesia and reinforces the complementary roles of autonomy, competence, and relatedness (Deci et al., 2017; Van den Broeck et al., 2016). Practically, institutional leaders could strengthen relatedness through appropriate recognition, two-way communication, and peer mentoring; support autonomy by explaining policy rationales and

involving employees in work planning; and develop competence through regular feedback, post-transfer support, and professional training.

These findings must be considered in light of several limitations. First, the research was conducted at a single institution, so the results cannot automatically be generalized to all correctional organizations with different structures and working conditions. Second, all variables were measured using self-reported questionnaires at the same time, making the results potentially susceptible to perceptual bias and common method variance (Podsakoff et al., 2003). Third, the overlapping confidence intervals limit conclusions about the relative strength of the three predictors. Future research could include multiple correctional institutions, draw on more diverse data sources, and examine whether these relationships remain consistent across different organizational settings.

CONCLUSION

This study examined the effects of autonomy, competence, and relatedness on employees' felt responsibility at Class I State Detention Center in Samarinda. The findings demonstrate that all three basic psychological needs have positive and significant relationships with felt responsibility. Autonomy contributes by enabling employees to exercise choice and align their work with personal values, while competence supports responsibility through perceived capability, effectiveness, and opportunities for professional growth. Relatedness yielded the largest path coefficient, highlighting the importance of feeling accepted, valued, and meaningfully connected to the work team. Collectively, the three predictors explained 84.3% of the variance in felt responsibility. These findings address the research objective by indicating that employees' sense of personal responsibility is associated not only with formal job obligations but also with the extent to which their psychological needs are fulfilled in the workplace.

The study contributes to understanding how basic psychological needs relate to felt responsibility in a correctional institution characterized by hierarchical structures and demanding work requirements. Its practical value lies in informing human resource management strategies that strengthen interpersonal relationships, encourage employee participation within established procedures, and support continuous competency development. Institutional leaders should foster a culture of recognition, maintain two-way

communication, provide mentoring and constructive feedback, and consider employees' capabilities and interests when assigning responsibilities.

Several limitations warrant consideration. The cross-sectional design does not establish causal relationships, while simultaneous self-reported measurements may introduce common method variance. Furthermore, data from a single institution limit the generalizability of the findings to other correctional settings. Future research should include multiple correctional institutions, incorporate different data sources or measurement periods, and examine autonomous motivation as a mediating variable. Investigating psychological need frustration may also provide a more comprehensive explanation of the processes through which workplace experiences shape employees' felt responsibility.

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