

**CREATING ORGANIZATIONAL COMMITMENT THROUGH THE ROLE OF
ORGANIZATIONAL CULTURE, SOCIAL RESOURCES, AND SERVANT
LEADERSHIP IN THOSE WHO EXPERIENCE WORK STRESSORS**

Fajar Saranani

Halu Oleo University, Faculty of Economics and Business, Kendari, Indonesia
Email: fajar.saranani31@gmail.com

Ahmad

Halu Oleo University, Faculty of Economics and Business, Kendari, Indonesia
Email: ahmad@uho.ac.id

Muhammad Armawaddin

Halu Oleo University, Faculty of Economics and Business, Kendari, Indonesia
Email: adiox68@gmail.com

Muhammad Nur Afiat

Halu Oleo University, Faculty of Economics and Business, Kendari, Indonesia
Email: muh.afiat@uho.ac.id

Melati

Lakidende University, Faculty of Economics and Business, Unaaha, Indonesia
Email: ulfiaisa09@gmail.com

Hasddin*

Lakidende University, Departement of Urban and Regional Planning, Unaaha, Indonesia:
E-mail: hasddinunilaki@gmail.com

Mirad

Mandala Waluya University, Faculty of Social and Business, Kendari, Indonesia
E-mail: laodemirad22.kendari@gmail.com

Haeruddin Tobigo

Tadulako University, Faculty of Economics and Business, Department of Management, Palu,
Indonesia, Email: haeruddin.tbg80@gmail.com

*Corresponding author

ABSTRACT

The focus of this research analysis is how to control stressors in order to create organizational commitment through the role of organizational culture, social resources, and servant leadership in those who experience work stressors. Job stressor variables on organizational commitment. Then

test the variables of organizational culture, social resources, servant leadership, and stressor control on organizational commitment. Stressors are then used as mediating variables. This research uses a quantitative paradigm to test theory against the ten hypotheses proposed. The sample of 177 people consisted of members of the police, army, bank employees, and other financing services. Data were analyzed using SEM-PLS. The results of the analysis prove that there is a significant role between stressor control and organizational commitment. There is a significant role of organizational culture, social resources, and servant leadership on stressors. Likewise, organizational culture and servant leadership have a significant role in forming organizational commitment. Social resources have not been proven to play a significant role in organizational commitment. Lastly, stressors play a mediating role in all dependent variables on organizational commitment. Further investigation is needed by expanding the indicators (adding or subtracting) according to theories whose validity has been tested by researchers. Originality/value in the scope of the research uses samples other than police officers, namely soldiers, bank employees, and similar financing service employees.

Keywords: Organizational commitment, organizational culture, servant leadership, social resources, stressors

I. INTRODUCTION

Excessive workload can cause stressors, and if it persists for a long time it can degrade organizational commitment to work and organizational culture. Several researchers such as Choi et al., (2020); and Johnson (2015) have the same view that stressors are an initial response to stress due to excessive workload which is psychologically disturbed (mental health). The impact is a feeling of loss of support and negative thoughts. A position like this certainly requires family support, a work environment, and healthy social interactions.

According to Choi et al., (2020), and Hamzallari & Kotherja (2023), those who experience stressors are more commonly found to be abused or victimized, especially among police members. Workload along with work procedures can in turn have a negative effect on the organization at work, organizational culture, and stressors can be controlled by increasing the role of leadership, especially servant leaders, commonly known as servant leadership (Choi et al., 2020).

Several studies have proven that stressors can have an adverse effect on organizational commitment, as reported by as Choi et al., (2020), but different things were shown by subjects Maghfur & Sutisna (2020); and Ellrich (2016) that stressors have not been able to degrade the quality of organizational commitment. This is of course in line with the opinion of Lambert et al., (2017) that work stress still has a fairly weak influence on organizational commitment.

Other studies place stressors as variables receiving effects (dependent variables) from the role of organizational culture, social resources, and servant leadership. For example, Imran et al., (2023) study proves that servant leadership has a good effect on controlling stressors, meaning that

applying servant leadership to subordinates can control stressors. A good organizational culture is also reported to have a good (positive) effect on controlling stressors (Imran et al., 2023). The social resources have succeeded in having a good effect on reducing stressors as reported by Imran et al., (2023). This means that the effect of social resources (such as family support, peers, and co-workers) can reduce or prevent them from experiencing stressors.

Empirical facts (previous studies) regarding stressors and organizational commitment, there is still a diversity of paradigms in explaining the effects of stressors on organizational commitment, this certainly strengthens the position of this research to investigate again. Furthermore, the relationship between organizational culture and stressors is still very limited, only reported by Imran et al., (2023), so this requires further analysis to add a second generation of this relationship, whether supportive or otherwise.

In accordance with the weaknesses and suggestions from Imran et al., (2023) in order to expand the model conception there needs to be further research to expand the sample characteristics. As a differentiator and novelty of the research, the research took samples from those who have a workload that is likely to experience workload and victimization, namely members of the police, military, and employees of financial companies such as banks and financial financing services.

In the end, it was found that the research attempted to answer how to create organizational commitment through the role of organizational culture, social resources, and servant leadership in those who experience work stressors. The next aim is to analyze the relationship between the variables in question through the mediating role of stressor control.

II. THEORETICAL REFERENTIAL

The concept of servant leadership is shown to leaders who have a sincere feeling to serve, prioritize the interests of their members, build cooperation, and help fellow police officers achieve organizational goals by Rapiuddin et al., (2021), and Maalouf (2023). An important issue that needs to be investigated in organizations, especially command and semi-command organizations (police and army) is work procedures that focus on the role of servant leadership Alkahtani & Aziz, (2016); and stressors (Imran et al., 2023); and Lambert et al., (2017). Robert K. Greenleaf circa 1970 as referenced and expanded by Lee et al., (2019) emphasized that servant leadership focuses on the leader's sincerity towards its members. Another view is that leaders serve as much as possible to understand the interests of their members (Canavesi & Minelli, 2022; Russell, 2002; and Spears, 1996).

Demerouti & Bakker (2011) stressors as a result of work conditions that involve excessive or undesirable obstacles that interfere with or hinder the individual's ability to achieve expected goals. Choi et al., (2020) conducted research on police stressors, showing that police officers on duty in the field have a tendency to experience mild to severe stress. The same thing was experienced by the Indonesian police as stated by Hatta & Noor, (2015); and Putra & Prihatsanti (2017). In the same vein, Muriman et al., (2008) conducted research on the influence of organizational culture

on stressors. The same thing is also experienced by the Indonesian police as stated by Hatta & Noor, (2015); and Putra & Prihatsanti (2017).

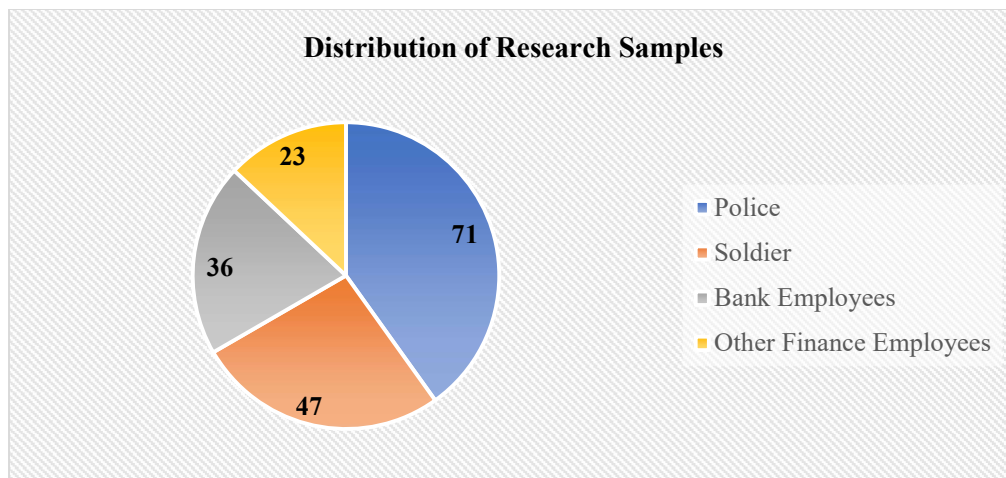
Referring to the opinion of Bartol et al., (2002); Champoux, (2003); Lok & Crawford (2004); Gibson et al., (2006); Robbins (2006); Jones & George (2006); and Yukl (2010) that organizational culture is closely related to values and norms, so these two things are formulated as a measurement basis in analyzing organizational culture. This shows that organizational culture may be able to control stressors, including police officers (Johnson, 2015), soldiers, and employees of banks and other financial services.

Social support is obtained from superiors, co-workers family, and people around who will come to help voluntarily if they have serious and unexpected problems. Social resources such as family and peer support can provide information and advice about how to deal with stressors. Choi et al., (2020) in their research added that in postulating stressors, police officers need family support and a good (positive) social environment. This is very reasonable because of the results of Evans et al., (2013); Lambert et al., (2017); Ellrich (2016); and Qureshi et al., (2019) reported that work stressors in semi-command can cause conflict with family and friends outside the workplace.

Qureshi et al., (2019) one of organizational commitment is affective commitment which refers to the intrinsic psychological bond with the organization and/or its leaders which is related to loyalty, pride, and acceptance of the organization's values and goals. Affective commitment means that an organization can treat employees well which in the end can improve their performance and commitment to the organization Hasddin (2021); and Lee & Peccei (2007). The assessment of organizational commitment in this study uses a type of affective commitment which is related to loyalty, pride, and acceptance of the organization's values and goals in relation to cynicism with tiring police work and the frequent violations of the law by police officers themselves (*Andian & Ratnawati, 2022; and Gelderen & Bik, 2016*).

III. METHODOLOGY

This research was carried out in the first semester of 2023, precisely from January to June. Involving a sample of 177 people spread across various work backgrounds, namely police officers, army soldiers in the administrative services section of the Halu Oleo Military Resort Command (Korem) unit in Kendari, employees of financial companies such as banks, and other financing services. The sample was determined using the proportionate stratified random sampling technique. The classification of research samples is presented in Figure 1.



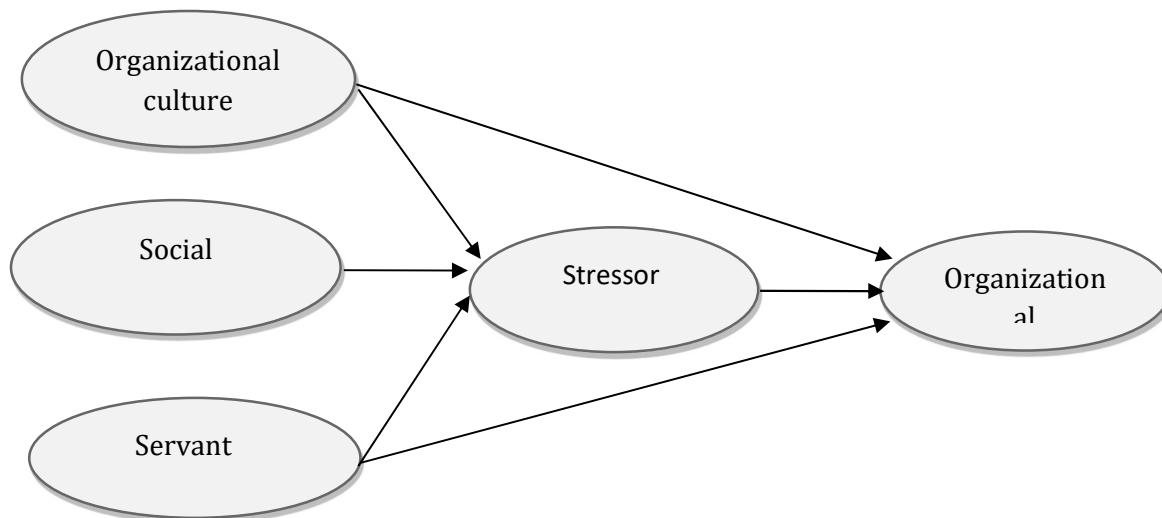
Source: Author's Analysis Results (2023)

Figure 1: Distribution of the Number of Research Samples

The variables of this research are organizational culture, social resources, servant leadership, organizational commitment, and stressor control. Organizational commitment is promoted as a dependent variable, while stressor control is placed as an independent variable, also acting as a dependent variable and as a mediation (the conceptual model for each variable is shown in Figure 2).

The research uses a quantitative approach to test the theory as stated in the research hypothesis (Hasddin et al., 2022). Data analysis was obtained from distributing questionnaires (of the 213 distributed, 177 took questionnaire sheets). Using a cross-sectional design, namely measuring the variables at one time, and at one time, namely 2023. The data was analyzed using a diverse approach with the help of Structural Equation Modeling with the Partial Least Square (SEM-PLS) type.

The data measurement scale used (Likert) ranges from the respondent's statement scale starting from one to five (1-5), which means starting from strongly disagree (score 1), strongly agree (score 2), neutral (score 3), agree (score 4) and up to strongly agree (score 5). The meaning of the Likert scale values was adopted from Manmohan (2020) with the following ranges: score of 1 - 1.50 is strongly disagreed/very unfavorable; value of 1.51 – 2.50 is disagreed/not good; value of 2.51 – 3.50 is neutral/fairly good; score of 3.51 – 4.50 is agreed/good; and score of 4.51 – 5.00 is strongly agree/very good.

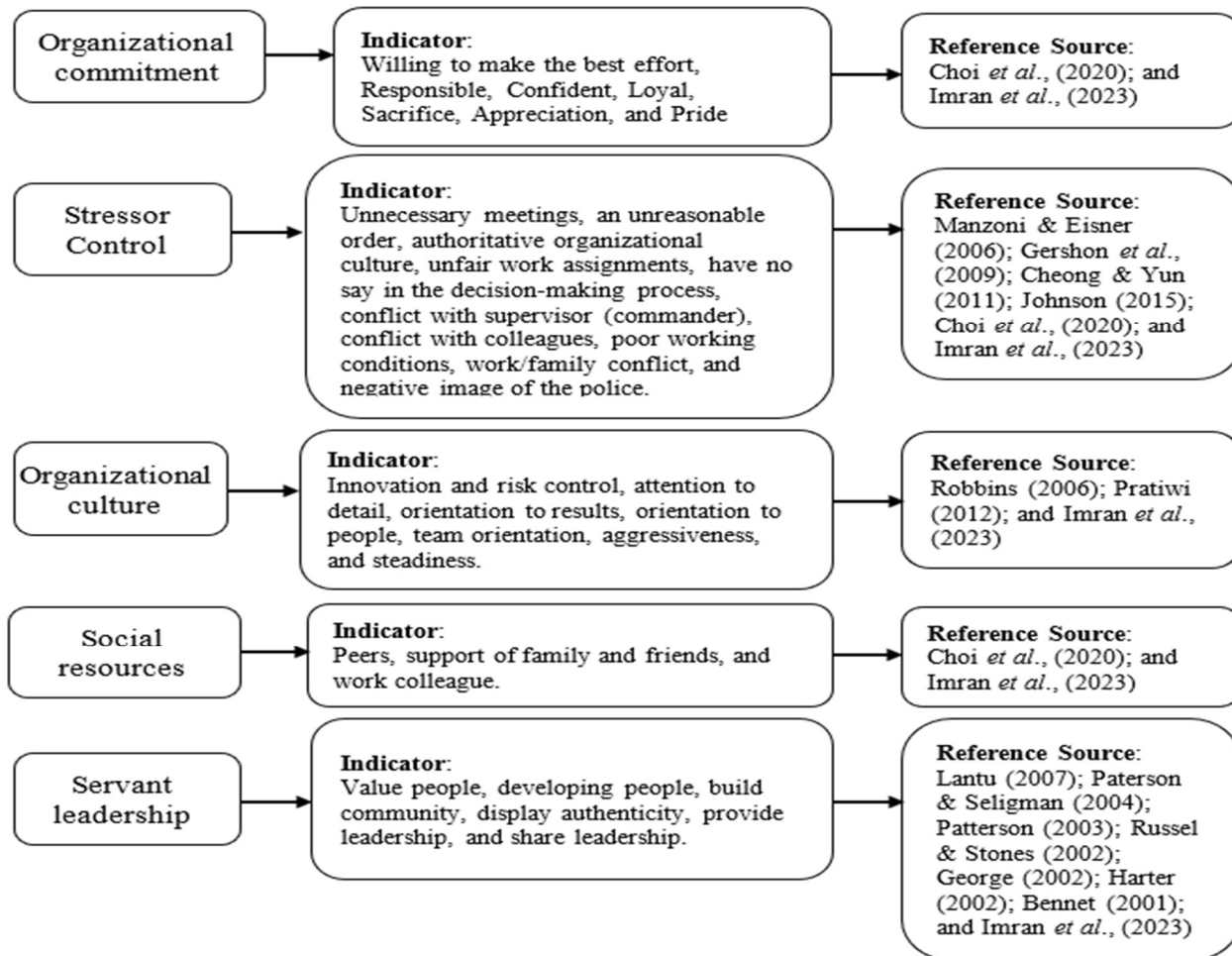


Source: Author's Analysis Results (2023)

Figure 2: Research Conceptual Framework

The hypothesis proposed includes direct relationships and indirect relationships through mediating variables. There are ten (10) hypotheses analyzed, namely:

- a. Direct influence; (H1) Controlling work stressors has a significant effect on organizational commitment; (H2) Organizational culture has a significant effect on controlling stressors; (H3) Social resources have a significant effect on controlling stressors; (H4) Servant leadership has a significant effect on controlling stressors; (H5) Organizational culture has a significant effect on organizational commitment; (H6) Social resources have a significant effect on organizational commitment; and (H7) Servant leadership has a significant effect on organizational commitment
- b. Indirect influence (Mediation): Servant leadership (H8), organizational culture (H9), and social resources (H10) have a significant effect on organizational commitment through stressor mediation.



Source: Author's Analysis Results (2023)

Figure 3: Indicator Variables Analyzed

Hypothesis testing (β , γ , and λ) was carried out using the Bootstrap resampling method developed by Geisser and Stone (Hair et al., 2011). The test statistic used is the t-statistic or t-test. Testing is carried out using a t-test, if the p-value is ≤ 0.05 (alpha 5%) (Hair et al., 2011). The t-test value to reject/accept the hypothesis uses probability (accepted) if the p-value is < 0.05 .

IV. RESULTS AND DISCUSSION

The data analysis method used in this research is Partial Least Square (PLS). PLS is a variance-based Structural Equation Model (SEM) model. Convergent validity testing on PLS can be seen from the magnitude of the outer loading of each indicator on the latent variable which is ≥ 0.50 (Hair et al., 2011). All latent variables of organizational culture, social resources, servant leadership, work stressors, and organizational commitment are measured using reflective indicators so that evaluation of the measurement model can be done by looking at the values of convergent validity, discriminant validity, and composite reliability.

An indicator is said to have good reliability if the outer loading value is ≥ 0.70 . Meanwhile, the outer loading value is still tolerable for models that are still under development, except for indicators that have an outer loading ≤ 0.50 which can be dropped from the analysis (Hair et al., 2011). Analysis of the outer loading value can also be done by comparing the t-statistic value ≥ 1.96 or (p-value < 0.05), then the outer loading value is interpreted based on the contribution of each indicator to the latent variable.

The result is that all variables starting from organizational culture, social resources, servant leadership, work stressors, and organizational commitment have an outer loading value of ≥ 0.70 . There are three (3) indicators in the stressor variable that do not meet the outer loading requirements (< 0.70), namely an authoritative organizational culture, unfair work assignments, and conflicts with co-workers. These three indicators are removed from the model so that the remaining seven (7) indicators are analyzed to explain the stressor variable.

Composite Reliability, Cronbach's Alpha, and Average Variance Extracted

Cronbach's alpha (*CA*), composite reliability (*CR*), and average variance extracted (*AVE*) measurements aim to test the reliability values between the indicators of the constructs that form them. The provisions for measurement results refer to Hair et al., (2011), that the *CA* value can be said to have high reliability if the value achieved is ≥ 0.70 (ideally 0.8 or 0.9). Then the *CR* value is said to be good if it is > 0.60 or between 0.6-0.7. A good *AVE* value is ≥ 0.50 (Hair et al., 2011). The results of the analysis are presented in Table 1,

Table 1: Cronbach's Alpha, Compositer Reliabilty, and Average Variance Extracted

Variable	Cronbach's alpha (CA)	Composite Reliability (CR)	Average variance extracted (AVE)
Organizational commitment	0.851	0.868	0.911
Stressor control	0.884	0.887	0.913
Organizational culture	0.842	0.854	0.878
Social resources	0.840	0.851	0.865
Servant leadership	0.841	0.852	0.840

Source: Author's Analysis Results (2023)

The *CA*, *CR*, and *AVE* values for all variables are declared reliable or good because they are greater than the assessment standards as stated above in accordance with the provisions of Hair et al., (2011). Thus, the results of the analysis have met the required provisions.

Evaluation of Model Structure

Tests on the structural model are evaluated by paying attention to the percentage of variance explained, namely looking at the value (R^2). To assess the model with PLS, start by looking at the R-Square of each latent variable. The change in value (R^2) is used to assess the influence of the independent variable on the dependent variable and whether it has a substantive influence.

The *R-square* value (R^2) is the coefficient of determination on the endogenous construct and the path parameter coefficient. Meanwhile, the Q-Square Predictive Relevance (Q2) value can be used to validate the model's predictive ability. The condition is that if the Q2 value is closer to 1, it can be said that the structural model fits the data or has relevant predictions. The goodness of fit model testing is used to determine the extent of the ability of endogenous variables to explain the diversity of exogenous variables. The goodness of fit model in PLS analysis is carried out using Q2 (Q-square predictive relevance). The results of measuring the determinant coefficient (R2) and Q2 are presented in Table 2.

Table 2 – *Goodness of Fit Model*

<i>Structural Model</i>	<i>Composite Reliability</i>	<i>R-square</i>
1	Stressor (Y1)	0.606
2	Organizational commitment (Y2)	0.709

Source: Author's Analysis Results (2023)

The R-square value for **Y1** is 0.606, which means that the accuracy or accuracy of the research model for organizational culture, social resources, and service leadership variables on stressors is 60.60%. The remaining 39.40% is explained by other variables (including indicators). R-Square value for **Y2** is 0.709, which means that the accuracy or accuracy of the research model in explaining the diversity of stressor variables, organizational culture, social resources, and service leadership on organizational commitment is 70.90%. The remaining 29.10% is explained by other variables (including indicators). The overall accuracy of the model, based on the R^2 value, carried out by Q^2 predictive relevance testing, was 0.865, which is equivalent to 86.50%. This value is obtained through the following calculations,

$$\begin{aligned}
 Q^2 &= 1 - (1 - R_1^2) (1 - R_2^2) \\
 &= 1 - (1 - 0.606^2) (1 - 0.709^2) \\
 &= 1 - (1 - 0.367) (1 - 0.503) \\
 &= 1 - (0.633) (0.497) \\
 &= 0,865
 \end{aligned}$$

Hypothesis Test

The research results (Table 3) show that the hypotheses *H1*, *H2*, *H3*, *H4*, *H5*, and *H7* are accepted and proven because the $p\text{-value} < \alpha$ (0.05). The second finding is that the proposed hypothesis *H6* is not proven or rejected because the $p\text{-value}$ is > 0.05 .

Table 3 – Direct Influence Path Coefficients and Hypothesis Testing

	Direct Influence	Path Coefficients	<i>p</i>-value	Hypothesis
<i>H1</i>	Stressor control -> Organizational commitment	-0.410	0.000	Accepted
<i>H2</i>	Organizational culture -> Stressor control	-0.623	0.000	Accepted
<i>H3</i>	Social resources -> Stressor control	0.132	0.013	Accepted
<i>H4</i>	Servant leadership -> Stressor control	-0.178	0.000	Accepted
<i>H5</i>	Organizational culture -> Organizational commitment	0.351	0.015	Accepted
<i>H6</i>	Social resources -> Organizational commitment	0.178	0.213	Rejected
<i>H7</i>	Servant leadership -> Organizational commitment	0.139	0.000	Accepted

Source: Author's Analysis Results (2023)

Table 4 presents the results of testing the hypothesis of the indirect influence path coefficient, namely the mediating role of stressors. It was found that all the hypotheses proposed namely *H8*, *H9*, and *H10* were proven or accepted. This means that stressors can significantly mediate their respective relationships (independent variables in the dependent variable). Other information shows that there is a significant influence that produces a negative coefficient between social resources and organizational commitment, this means being able to reduce or control stressors.

Table 4 – Mediation Influence Path Coefficient

	Indirect Influence	Path Coefficients	<i>P</i>-value	Proof	Hypothesis
<i>H8</i>	Servant leadership -> Stressor control -> Organizational commitment	0,241	0,000	Full mediation	Accepted

<i>H9</i>	Organizational culture -> Stressor control -> Organizational commitment	0,269	0,000	Full mediation	Accepted
<i>H8</i>	Social resources -> Stressor control -> Organizational commitment	-0,218	0,034	Full mediation	Accepted

Source: Author's Analysis Results (2023)

Stress control on organizational commitment

Stressor control is proven to have a significant negative effect on organizational commitment (*H1*) as indicated by the coefficient value (-0.410). This coefficient value means that if stressor control is not paid attention to, it can significantly reduce organizational commitment for those who serve as police, soldiers, bank employees, and the like. The opinion of Lambert et al., (2017); and Cheong & Yun, (2011) that someone who experiences stressors can reduce organizational commitment. Therefore, this study emphasizes that controlling stressors is very important to reduce stressors which in the end can be beneficial in keeping members and employees committed to their organization (Imran et al., 2023; Qureshi et al., 2019; Cheong & Yun, 2011; and Purba & Demou, 2019) different thing was conveyed by Maghfur & Sutisna, (2020); Lambert et al., (2017); and Ellrich, K. (2016) that stressors are positively related to organizational commitment. Ellrich, K. (2016) continued, that if we look further, we think that someone who experiences stress actually becomes more committed.

Organizational culture toward stress control

Organizational culture towards controlling stressors (*H2*) produces a negative path coefficient (-0.623), meaning that the organizational culture implemented in police, military, and financial services employees is able to reduce stressors by up to 62%. This finding strengthens the opinion of several experts who said the same thing as Bartol et al., (2022); Choi et al., (2020); Putra & Prihatsanti, 2017); Hatta & Noor, (2015); Yukl, (2010); Murima et al., (2008); Gibson et al., (2006); Robbins (2006); Jones & George, (2006); Lok & Crawford, (2004); Champoux, (2003). Practically, reducing stressors can be done by maximizing organizational culture indicators.

The results of this research theoretically prove that organizational culture with indicators of innovation and risk-return, working with details, results orientation, people orientation, team orientation, aggressiveness, and steadiness which are implemented have a direct effect on the stressors of police officers. Even though the stressor indicators are perceived as good (fair) by police officers, overall both the respondents' perceptions and the results of the empirical analysis show that job stressors are still within reason. Then, the results of the analysis also prove that the relationship between organizational culture and stressors in this study is directly proportional to the negative direction, where it can be said that the better the implementation of the existing organizational culture, the lower (good) police stressors are. The final confirmation is that efforts to prevent and/or overcome the stressors experienced can be made by improving or optimally

implementing organizational culture. This finding is proven by the police's attitude towards implementing organizational culture indicators which can contribute significantly to reducing or avoiding stressors.

Social resources on stress control

The next finding is that social resources are proven to have a significant effect on controlling stressors (*H3*). It's just that this relationship has not been able to reduce or control stressors (positive coefficient value). Similar things were also reported by Imran et al., (2023); and Lambert et al., (2017) who found the same thing. These results are in line with Imran et al., (2023); and Choi et al., (2020) opinion that individuals who have good social support in the world of work will be able to survive stress attacks due to heavy workloads (work stress). Social resources such as family and peer support can provide information and advice about how to deal with stress triggers.

Empirical evidence from respondents regarding social resources which are explained by peer support such as providing support when experiencing work stress (tasks) and empathy providing direction to get out of work stress (tasks) has been implemented. This is evidenced by the high percentage of police officers' answers stating that they received support from their colleagues in carrying out their duties. Furthermore, reliable co-workers are an indicator that is considered good by police officers. This fact indicates that police officers receive support when they experience difficulties or obstacles in carrying out their work (duties) and when they experience work pressure (stressors) beyond their ability to carry out their duties. From the aspect of support from family and friends, it is an indicator that also gets a good assessment from police officers. This fact indicates that on average respondents receive family support in dealing with work stress. Family support is the main source of security for police officers when facing a problem. Social support from the family can be in the form of providing attention, real material, and enthusiasm so that it can reduce work stress.

The practical implication of these findings is that reducing stressors through aspects of peer support, reliable friends and family, and peer support. This means social support as help, help received from interaction with the environment. By receiving social support, police officers will be physically and psychologically healthier than those who do not receive social support. This fact is by empirical studies (mentioned previously) that social resources have a positive effect on stressors. This means that social resources are in the form of peer support, reliable friends and family, and peer support as reinforcement to face stressors.

Servant leadership on stressor control

Based on the results of the analysis, servant leadership is proven to control stressors (*H4*), and the path coefficient is (-0.178). The practical implication is that every indicator analyzed regarding servant leadership is able to control (reduce) stressors by around 17%. Based on these findings, it can be explained that the concept of servant leadership is shown to leaders who have a sincere

feeling to serve, prioritize the interests of their members, build cooperation, and help fellow police officers to achieve organizational goals.

The practical implication is that to prevent stressors, the leader's role in carrying out leadership must be to internalize the nature of service (servant leadership). This is proven based on respondents' assessments who perceive servant leadership and its indicators as good. Therefore, organizational leaders should pay attention to the indicator items described in this research because they have been proven to affect reducing or avoiding stressors. Furthermore, leaders also pay attention in detail to the symptoms (indicators) that have the potential to cause stressors as mentioned in this research so that leaders can make early efforts to deal with stressors with the authority they have.

Organizational culture on organizational commitment

Further evidence shows that organizational culture provides an excellent way on organizational commitment (*H5*). This means that the better the organizational culture, the better the organizational commitment. The same fact was reported by previous research such as Surhana et al., (2020) as well as challenging the research results of Nikolaou et al., (2011). Finally, the research confirms that to make members (police and military) or employees more committed, it can be done at the level of cultural roles in accordance with analytical indicators such as innovation and risk control, attention to detail, orientation to results, orientation to people, team orientation, aggressiveness, and steadiness.

Social resources on organizational commitment

The next finding is that the implementation of social resources and their analytical indicators cannot be proven to have an influence in shaping the attitudes of members (police and soldiers, as well as employees) to be committed to their organization (*H6*). This means that all explanatory indicators of social resources cannot have a direct effect on organizational commitment, in other words, organizational commitment is explained by other factors (in this study organizational culture and/or servant leadership). Theoretically, the results of this research are supported by research by Imran et al., (2023); and Johnson (2015). However, social resource variables that have not had a good effect on organizational commitment were also reported by Lambert et al., (2017).

Servant leadership on organizational commitment

Other evidence was found that servant leadership has a significant effect on organizational commitment (*H7*) with a positive coefficient value (0.139). In relation to the influence of servant leadership on organizational commitment, it can be explained that the application of good servant leadership has an impact on increasing self-confidence, increasing sacrifice, increasing pride, increasing the will to do the best, increasing responsibility, and increasing loyalty. This finding is in accordance with previous research such as Imran et al., (2023); Nadir (2016); Mazarei et al., (2013); and Mira (2012).

The mediating role of stress control

It is known that stressors act as a mediator between servant leadership and organizational commitment (H8). This finding is in line with the research results of Imran et al., (2023). In practice, servant leadership practices to maintain and increase organizational commitment will be better by considering stressor aspects so that they can be controlled. The results of the analysis prove that stressors play a full mediating role between organizational culture and organizational commitment (H9). The same thing was reported by Imran et al., (2023). Theoretical implications include the weak direct relationship between the two relationships referred to by Sarhana et al., (2020) therefore there is a need for an intermediary approach to work stressors. Another understanding is that in an effort to increase the role of organizational culture for better organizational commitment, it is necessary to pay attention so that employees or members of the police and TNI do not experience stressors. Finally, stressors are proven to act as full mediators between social resources and organizational commitment (H10). These findings support the evidence researched (Imran et al., 2023). This role is considered good because the path coefficient value is negative (-0.218), meaning that increasing the social resource aspect to be more committed to the organization by considering stressors can reduce the risk of stressors occurring by around 21%. These results also improve studies by Agustin (2020); and Lambert et al., (2017) so that to increase commitment to their organization, it can be explained by stressors.

V. CONCLUSION

It was found that stressors had a significant negative effect on organizational commitment, so the hypothesis was accepted. This means that the more-risky police, military, and financial employees are, it can reduce organizational commitment by up to 41%. The same fact applies to organizational culture, that a better organizational culture can reduce stressors by up to 62%, and the effect of servant leadership can reduce stressors by around 17%. Specifically, social resources are able to reflect the effects of stressors, but their role cannot reduce the risk or potential for stressors to occur.

Organizational culture and servant leadership in this research each play a significant positive role. This means that the more cultured a person is and the better the perceived leadership role, the better the commitment will be. It's just that social resources have not been proven to be significant in organizational commitment, so the hypothesis is rejected. Stressor variables were found to play a mediating role in the influence of organizational culture, social resources, and servant leadership on organizational commitment so that the proposed hypothesis was proven or accepted. Among the three, the mediating role of stressors is considered good because the path coefficient value is negative, which means that this mediating role contributes to reducing stressors by up to 21%.

The weakness of this study is that social resources still have a very weak effect on organizational commitment. Further studies are needed by expanding indicators (adding or subtracting) in

accordance with theories whose validity has been tested by researchers.

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