THE INFLUENCE OF SERVANT LEADERSHIP, ORGANIZATIONAL CULTURE, AND SOCIAL RESOURCES ON STRESSOR AND ORGANIZATIONAL COMMITMENT; STUDY ON POLICE OFFICERS

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ABSTRACT

Analyzes the role of servant leadership practices, organizational culture, and social resources on police stressors, and organizational commitment. Specifically for the stressor, it is conditioned as a mediation in examining the indirect role of each servant leadership, organizational culture, and social resources on organizational commitment. Testing the influence of service leadership, organizational culture, and social resources on stressors and organizational commitment, as well as through the mediation role of stressors. This research takes the case of police organizations within the Southeast Sulawesi Regional Police, Indonesia. The number of police involved (respondents) was 182 people. Analysis uses a quantitative approach with SEM-PLS. In general, the direct influences tested show a significant role, except for organizational culture and social resources. Likewise, the mediating role of the stressor also shows a significant role. Stressors mediate the influence of social resources on police organizational commitment. The stressor acts as a mediating influence between servant leadership and police organizational commitment. The stressor acts as a mediating influence between organizational culture and organizational commitment. Theoretically reconstructing the research model by focusing on the analysis of the influence of organizational culture and social resources on organizational commitment. It is also recommended to expand the research sample to other police units that may experience stressors and victimization. Stressors mediate the influence of social resources on police organizational commitment, between servant leadership and police organizational commitment, and the influence between organizational culture and organizational commitment on police officers.

Keywords: Commitment, Culture, Servant Leadership, Organizational, Social, Stressors

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INTRODUCTION

One type of organization is an official or legal organization that stands on a decision or has a legal basis in a country. The police organization is part of the official organization. All countries in the world have a police agency because this organization has the main function of maintaining security and public order which is given authority in law enforcement actions.

The National Police of the Republic of Indonesia develops its main vision, namely the realization of excellent public order and security services, upholding law and solid domestic security, and establishing a proactive police synergy. The important point of this vision starts from the commitment aspect of the police in providing services (security and order). Farmer et al., (2003) and Lambert et al., (2016) in addressing police performance is largely determined by organizational commitment, this is believed to contribute to assisting the police in adjusting to the procedures and/or work culture of the organization. Another aspect highlighted in the police organization is related to the burden or pressure of tiring work that can trigger work stressors and unethical behavior. This unethical behavior is closely related to commitment and organizational culture. Departing from this shows that important problems that need to be further investigated in police organizations are work commitments, work procedures (leadership roles), organizational culture, and police stressors. In connection with the vision of the Indonesian National Police (POLRI) which prioritizes services, the leadership aspect of the servant is an additional important problem that must be discussed. This is important considering the police work structure tends to be related to the centralized command system (order).

Organizational commitment is seen as a measure of a person's involvement in the organization so that he can recognize his position in the organization. In another view, commitment is a loyal attitude towards the attachment between him (a person) and the organization (their leader or employer). Since being first introduced by Whyte around 1956 these. Two views are still being accepted today and have become the logic to be implemented in today's modern (organizational) world.

One of the linkages between organizational commitment in the organization is organizational culture. Some research shows that an important factor that unites the relationship between a person's organizational commitment and his organization is organizational culture, and organizational culture also makes a positive contribution to performance by Alkahtani, (2015); Tanuwibowo & Susanto, (2014); and Gultom, (2014). Yun et al., (2015) stated that the investigation of organizational commitment in the police which became a highlight (important issue) was work stressors such as the experience of being a victim (victimization), organizational culture and authoritative leadership, and assignments that were unfair and unexpected. (absurd) which is not found in other public organizations. Internal organizational support and other support (family and relatives) are important. Then internal (organizational) and external (family and relatives) support is referred to as social resources.

Stressors are factors in human life that result in a stress response. Summarized by Choi et al., (2020); Purba & Demou, (2019); and Johnson, (2012) that police stressors occur as a result of psychological stress (mental health), lack of support, heavy workload, administrative/organizational pressure, and long working hours. The Traffic Police Unit has a higher tendency to experience stressors from internal workloads compared to external workloads (Putra & Prihatsanti, 2017). Another unit that is vulnerable to stressors is the detective department. Hatta & Noor (2015) that six out of eight police officers experience work stress (even severe stress), especially police officers who work in the field such as maintaining security and order.

According to a report from the Indonesian Police Watch (IPW) that due to prolonged stress (stress), the police took a suicide attempt, and even ended in suicide. IPW recorded the progress of this case since 2015, it was reported that 2 people had tried to commit suicide, and 5 people had committed suicide. In 2016, 5 people tried to commit suicide, and 13 police committed suicide. In 2017, 7 suicide cases were found (Hayati et al., 2020). Then in their study at the West Java Regional Police concluded that the majority of police officers were stressed. The causes are excessive workload, the risk of injury to work, excessive working hours, and pressure from the community, as well as inadequate resources.

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Quoted from the official website of the Southeast Sulawesi Regional Police through TB news media, it was found that around 80% of the detective showed stress. Detective workload is quite heavy, so the role and concern of the commander (leadership) in controlling stress is very necessary. This concern is shown by listening to complaints and problems of its members. Another fact that in 2022, there were 2 members of the Southeast Sulawesi Regional Police were fired or sentenced to an honorable dismissal (PTDH) because they were trapped in the Stock Operation (OTT) for receiving bribes for prospective students assigned by the National Police. Then the Professional and Security Division (Propam) from the Southeast Sulawesi Regional Police arrested a member of the Southeast Sulawesi Regional Police who was suspected of committing a crime of extortion. Polri members are investigators at the Directorate of General Criminal Investigation (Ditreskrimm) from the Southeast Sulawesi Regional Police.

The study by Putra & Prihatsanti, (2017) with its regression test found that servant leadership can reduce and/or avoid burnout for police officers. The analysis is proportional to the negative role which means servant leadership can reduce (negative) stressors and burnout. The role of organizational culture within the police environment also contributes to responding to stressor tendencies. Study by Muriman et al., 2008) it can be concluded that organizational culture will decrease if Polri members experience stressors (to stress), because the test results show stressors have a significant negative effect.

Study of Qureshi et al., (2019) that the work of a police officer sometimes results in conflicts with family and friends outside the workplace (peers) which results in a decrease in organizational commitment. The study conducted by Choi et al., (2020); Chen et al., (2021); Ellrich, (2016); and Evans et al., (2013) concluded that social resources have a significant on organizational commitment. This means that strengthening the role of social resources can increase police organizational commitment. According to Evans et al., (2013), many rely on social aspects as a means of overcoming traumatic events experienced by police in the workplace.

The study by Mira & Margaretha, (2012); and Nadir (2016) show that servant leadership plays an important role in organizational commitment according to test results which have a positive and significant influence. The role of organizational culture within the police environment also contributes to forming organizational commitment. Pratiwi, (2012) in their study concluded that organizational culture has a positive and significant impact on organizational commitment within the police, meaning that the emphasis on organizational culture provides benefits in increasing organizational commitment, and vice versa.

Lambert et al., 2016) in their study that the support of family and friends (social resources) does not have a significant effect on organizational commitment. The study (Agustin, 2020) research's conducted in Indonesia that conflict with the family (as a representation of social resource support) for police officers has a negative and significant effect on organizational commitment. Studies by (Agustin, 2020) mean that when social resource support (decreases and increases) has no (significant) effect on organizational commitment.

The work pressure (stressor) of the police has a negative impact on the organizational commitment of the police. Some studies state that the demands of the task (stressor) contribute or provide negative results in the workplace (organizational commitment) which in long -term results in stress (anxiety and anxiety and tension), and fatigue. work (stress products). These results are in line with the findings of Choi et al., (2020); Qureshi et al., (2019); Purba & Demou, (2019); and Cheong & Yun, (2011) that stressors have a significant negative effect on organizational commitment which is assumed to be attachment, involvement, activeness, and work loyalty. The negative influence shown in these studies means that if the stressor can be overcome (in this case reduced), it will have an impact on increasing organizational commitment (significant). Conversely, if the stressors of police work continue to occur and the organization does not make efforts to deal with the stressors of police officers, it will have a negative impact on (decreasing) organizational commitment. According to Qureshi et al., (2019) that the job stressors experienced by police officers can have widespread effects which further reduce organizational commitment.

A different study has shown by Maghfur & Sutisna, (2020) that the stress of police officers has

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a direct, positive effect on organizational commitment. This means that an increase in stress will result in an increase in the organizational commitment of members of the police. The results study by Maghfur & Sutisna, (2020), The results of research by Maghfur & Sutisna, (2020) which are different from other studies, open up opportunities for further research. These results are reinforced by the opinion of Qureshi et al., (2019) that the stressors experienced by the police are sometimes related to the family and social environment, so social support can sometimes act as a variable that can reduce job stressors and increase organizational commitment.

Research subjects Maghfur & Sutisna, (2020) and Agustin, (2020) are members of the Indonesian National Police. The research results show different things from previous studies conducted in other countries. Thus, a more in-depth investigation is needed regarding this matter in the case of Indonesia. This is important considering that Indonesia's socio-cultural characteristics are different from other countries so the results of studying police stressors in Indonesia will provide a variety of knowledge that is important for the development of science and practice for police organizations.

This study analyzes of servant leadership practices, organizational culture, and social resources on police stressors, and organizational commitment. Specifically for the stressor, it is conditioned as a mediation in examining the indirect role of each servant leadership, organizational culture, and social resources on organizational commitment.

LITERATURE REVIEW

Leadership is important in the organization, its role is very large, especially in creating a culture and work environment (Alasiri & AlKubaisy, 2022); and (Rapiuddin et al., 2021). Servant leadership is an ethical leadership concept that was first introduced by Robert K. Greenleaf in 1970, in his book entitled Servant Leadership. The views of Robert K. Greenleaf as referred to and developed that servant leadership relies on genuine feelings to understand other people (in the context of the police, commanders understand their members). This view was later developed by Greenleaf (1977-2002) that servant leadership is

the primary responsibility for serving subordinates (police officers) by placing the interests of subordinates above all else (Alkahtani, 2015). Servant leadership analysis based on indicators developed and explained namely: a) Value people (leaders who respect and place human values); b) Develop people (leaders who build and learn and develop with their members); c) Build community (building strong personal relationships, collaborating with others in work, respecting existing differences); d) Display authenticity (leaders who are responsible, open, honest, and committed to their members); e) Provide leadership (a leader who gives or initiates shared ideas and goals); and f) Share leadership (leadership that distributes or divides the roles of power).

The organizational culture emphasizes the aspects of values, norms, beliefs, and the meaning of others (goals and interests) in the organization (Pratiwi, 2012); (Shamsudin & Velmurugan, 2023); and (Ariani, 2023). Organizational culture is analyzed using indicators developed by Robbins and used by Pratiwi, (2012), namely: innovation and risk-return; attention to detail; result orientation; orientation to people; team orientation; aggressiveness; and stability.

The social resources referred to in this study refer to the opinion, and resources meant by Choi et al., (2020); and Chen et al., (2021) that social resources are everything around such as family and the surrounding social environment that is able to provide support in strengthening social systems related to a person's level of trust, interaction, and intensity of social activities. The measurement of social resource variables in this research consists of three aspects suggested by Choi et al., (2020) to be assessed, namely: a) Family support in dealing with stress; b) Reliable co-workers when experiencing difficulties/stress; and c) Peers as a support in dealing with or getting out of pressure (stressor).

Stressors are factors in human life that result in a stress response. Stress in a general sense is a feeling of pressure, anxiety, and tension. In everyday language, stress is known as a stimulus or response that requires individuals to make adjustments. According to Lazarus & Folkman, the stressor is an internal state that can be caused by physical demands from the body or environmental and social conditions that are considered

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potentially harmful, uncontrollable, or exceed the individual's ability to cope. Stress is also a state of pressure, both physically and psychologically (Johnson, 2012). Work conditions that involve excessive constraints can trigger stressors, for police officers, other cases indicate victimization (Choi et al., 2020), namely: a) Meetings held no need; b) Unreasonable orders; c) Authoritative organizational culture; d) Unfair work assignments; e) Do not have a voice in the decision-making process; f) Conflict with the supervisor (commander); g) Conflicts with colleagues; h) Poor working conditions; i) Work/family conflict; and J). Police image (public perception of negative police image towards law enforcement).

Organizational commitment is measured using six items from Porter & Smith (1970) and used by Choi et al., (2020). The six organizational commitment assessment items used Choi et al., (2020); and Hasddin, (2021) are; 1) do what is best for the organization; 2) Feeling responsible for my organization; 3) Sacrifice, namely the willingness to carry out tasks (time, energy and even material) for the police organization; 4) Loyal and never thought of quitting his job as a police officer; 5) Confidence, namely the perception or opinion that the police agency is the best place to work, and telling friends/relatives/peers that my police department is a very good organization; and 6) Pride in the choice to become a police officer.
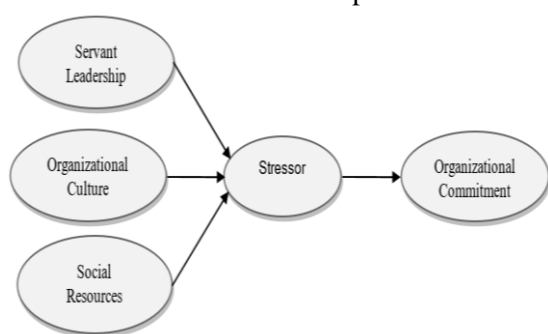

Figure 1. Research conceptual framework

DATA AND METHODOLOGY

The object of this research is the performance of the police in charge of the Highway Traffic and Patrol Unit (PJR), and the General Criminal Investigation Unit (Reskrim) within the Southeast Sulawesi Regional Police (Polda). This research was conducted in three regions of Southeast Sulawesi Province by considering the characteristics of the mainland and the islands. The mainland area is carried out in Kendari City by members of the police who serve in the Southeast Sulawesi Regional Police in Kendari, the Kendari City Resort Police (Polresta), and members of the Konawe Police in Unaaha Konawe Regency. The Archipelago region was chosen purposively, namely members of the Police Traffic Unit and Highway Patrol, as well as the General Criminal Investigation Unit of the North Buton Police, in Buranga.

This research uses a quantitative approach (testing the independent variable on the dependent). The sample or respondents were 182 policemen (male and female) spread out as many as 29 people on duty at the North Buton Resort Police, 35 people on duty at the Konawe Resort Police, 47 people on duty at the Kendari City Resort Police, and 71 people on duty at the regional head office, namely the Southeast Sulawesi Regional Police. Respondents were spread over four regions (Polda and Polres), so the sampling technique was carried out in two ways, namely by strata (region) proportionally or proportionate stratified random sampling, and area or cluster random sampling.

The independent variables (X) in this study are servant leadership, organizational culture, and social resources. The dependent variable (Y) is the stressor (stressor) of police work and organizational commitment. The stressor variable in this study also acts as a moderator (Z) between servant leadership, organizational culture, and social resources on organizational commitment. The analysis indicators for each variable have been mentioned in the literature review.

Data collection in the study was carried out with the help of a questionnaire. Each variable and analysis item (indicator in the statement) is assessed using the Likert scale technique. Data analysis technique with SEM-PLS.

RESULTS AND DISCUSSION

The outer model analysis of the constructed conception shows that several indicators do not pass (do not meet) the required conditions, so improvements are needed. These indicators are on the stressor variable namely: uthoritative organizational culture (Y1.3), unfair work assignments (Y1.4), and conflicts with colleagues (Y1.7) in Figure 2.
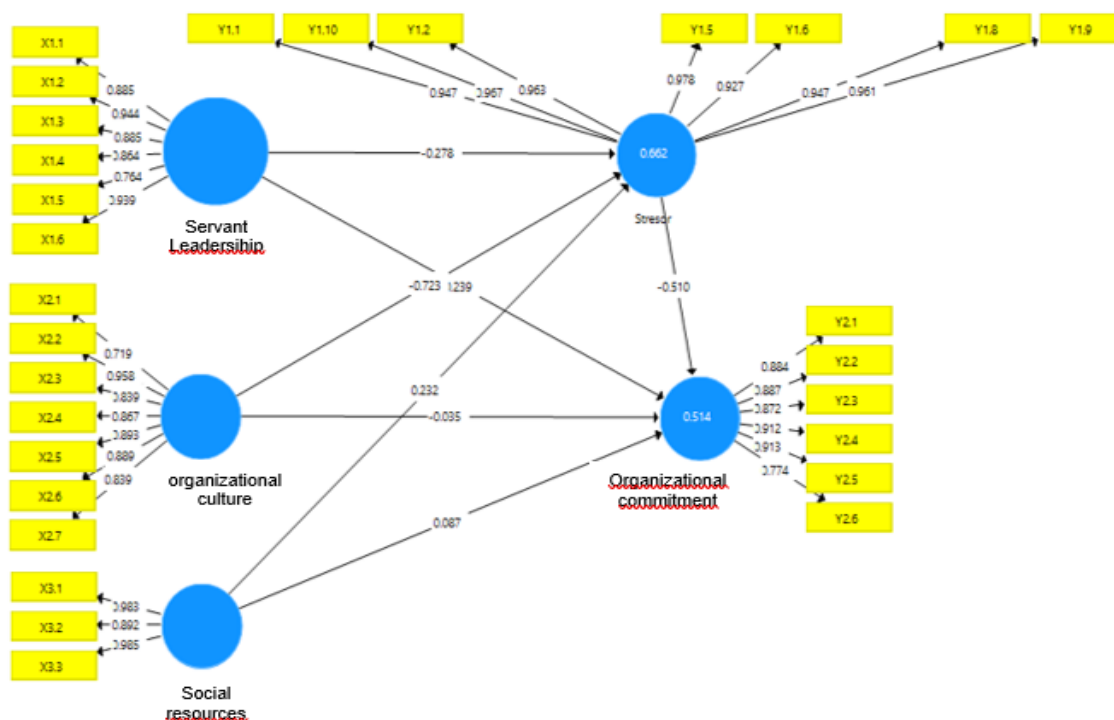
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Figure 2. Reliable and validity PLS-outer analysis results
Source: Prepared by the authors (2023)

Table 1 presents the results of the analysis that meet the CA, CR, and AVE square root standards,

Tabel 1 - Construct Reliability and Validity

Variable	Cronbach's alpha (CA)	Composite reliability (CR)	Average variance extracted (AVE)
Servant leadership	0.941	0.952	0.740
Organizational culture	0.942	0.954	0.778
Social resources	0.940	0.951	0.765
Stresoor	0.984	0.987	0.913
Organizational commitment	0.951	0.968	0.911

Source: Prepared by the authors (2023)

The value of CA for each serving leadership variable is 0.941; the organizational culture variable of 0.942; the social resource variable is 0.940; stressors of 0.984; and the organizational commitment variable is 0.951 was declared reliable because the CA value was greater than the standard assessment (≥0.70). Then secondly, the composite reliability (CR) value for all variables has a value greater than the standard assessment, which is > 0.6. This means that the data (the value of the analysis results) is considered good.

The resulting AVE value as presented in Table 2 for all variables is between 0.740 – 0.913 so this value meets the assessment standard of ≥ 0.50. This means that the value of the analysis in the built model is stated to be good or reliable. This proves that all research variables and their indicators have fulfilled the principle of discriminant validity.

Table 2 - Discriminant validity value construct (AVE square)

Variable	Organizational culture	Servant leadership	Organizational commitment	Stressor	Social resources
Organizational culture	0.860				
Servant leadership	0.770	0.882			
Organizational commitment	0.606	0.620	0.875		
Stressor	0.780	0.702	0.688	0.956	
Social resources	0.683	0.574	0.416	0.422	0.954

Source: Prepared by the authors (2023)

The R-square value is also used as the basis for testing the hypothesis. The R-Square value of the police work stressor variable is 0.662. This value means that the effect on the independent variable (X) namely servant leadership,

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organizational culture, and social resource variables is able to explain the magnitude of the effect on the stressor variable (Y) of 66.20%. At the same time explaining that around 33.80% is explained by other variables and indicators that are not examined in this model. Second, the R-Square value of the organizational commitment variable is 0.514. This means that the magnitude of each influence on the independent variable (X) namely servant leadership, organizational culture, social resources, and stressors is able to explain its effect on the dependent variable (Y), namely organizational commitment of 51.40%. The remaining 48.60% is explained by other things outside of this model. Finally, the R-square value of the stressor (stressor) is higher than organizational commitment.

Test the direct relationship hypothesis

The direct relationship hypothesis test is presented in the path coefficient table through the P-Value with reference to the provisions by Hair et al., (2011), as presented in Table 3.

According to the information in Table 4, it is found that servant leadership to the stressor is positive and significant (H1 is accepted or proven). The relationship between organizational culture and stressors has a significant positive effect (H2 is accepted).

The influence of social resources on stressors has a significant positive effect (H3 is accepted). The influence of servant leadership on organizational commitment is significantly positive (H4 is accepted).

Table 3 - Direct relationship hypothesis test coefficient

Hypothesis Models	Standard Deviation (STDEV)	T-Statistics (|O/STDEV|)	P Values
1. Servant leadership -> Stressor	0,067	4,133	0,000
2. Organizational culture -> Stressor	0,082	8,781	0,000
3. Social resources -> Stressor	0,091	2,545	0,011
4. Servant leadership -> Organizational commitment	0,057	4,177	0,000
5. Organizational culture -> Organizational commitment	0,147	0,235	0,815
6. Social resources -> Organizational commitment	0,090	0,972	0,331
7. Stressor -> Organizational commitment	0,096	5,325	0,000

Source: Prepared by the authors (2023)

The influence of organizational culture on organizational commitment has no significant effect (H5 is rejected). The effect of social resources on organizational commitment has no significant effect (H6 is rejected). Finally, the effect of the stressor on organizational commitment is a significant positive effect, so the hypothesis (H7) is accepted.

Test the indirect relationship hypothesis (mediation)

The results of the indirect hypothesis testing analysis are shown in the specifics indirect effects table as seen in Table 4.

Table 4 - Specifics Indirect Effects, Results of Testing the Indirect Relationship Hypothesis

	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
1. Servant leadership -> Stressor -> Organizational commitment	0,038	3,691	0,000
2. Organizational culture -> Stressor -> Organizational commitment	0,091	4,032	0,000
3. Social resources -> Stressor -> Organizational commitment	0,058	2,044	0,041

Source: Prepared by the authors (2023)

The indirect relationship between servant leadership and organizational commitment through stressor mediation is declared accepted, so the hypothesis (H8) is accepted. The indirect relationship between organizational culture and organizational commitment through stressor mediation has a significant effect, so the hypothesis (H9) is accepted. The indirect relationship between social resources and organizational commitment through stressor mediation is a significant influence, so the hypothesis (H10) is accepted.

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Servant leadership has a significant effect on stressors. The theoretical implication of these results is that the R-Square value that service leadership (according to indicators) when increased contributes to reducing stressors including the potential for occurrence of around 66.20%. Vice versa, if the indicators of servant leadership are not considered, it is possible (66.20%) that police stressors can increase. Second, that the results of this study support the study of Putra & Prihatsanti, (2017) that servant leadership effectively plays a role in reducing and/or avoiding stress for police officers (even severe stress or burnout). The model is also the same in that the test results play a negative (decreasing) and significant role in the tendency to stress. Research analyzing these two relationships is very limited, so far there have been no studies that have rejected or contradicted this study and (Putra & Prihatsanti, 2017) study.

The results of the study confirmed the initiator of the servant's leadership theory by Robert K. Greenleaf that the leadership of the servant depends on the sincere feeling to understand others (in the context of the police, the commander understands their members). Leadership serves also as the main responsibility to serve subordinates (police officers) by placing the interests of subordinates above all. Indicators developed in stressor assessments are elements that might contribute to stressors such as leaders who hold unnecessary meetings, unreasonable commands, authoritarianism, and unfair assignments. These things in this study have been proven, not happening so the role of servant leadership can prevent police officers from being stressed.

The leadership (centralized command system or command) practiced in the Indonesian police organization is not proven to be a cause of stressor. When examined, the implementation of leadership (serving) within the internal police is indeed limited and controlled through the oversight function both internally and externally. Presidential Regulation (Perpres) No. 52/2010, in Article 4 letter (b) regulates the internal oversight function of the National Police, specifically to take action when there are practices of police officers who do not comply with their duties and Police functions include leadership practices that are detrimental to subordinates (in this study stressors).

Organizational culture has a significant effect on stressors. This means that the potential for stressor events or reducing the risk of stressors for the police can be explained (contribution) from organizational culture items, or organizational culture is able to condition (control) police stressors by 66.20%. The only and long-standing study was conducted by Muriman, (2008) who concluded that organizational culture will decrease if members of the police experience stressors (to stress). Only my study by Muriman, (2008) did not test the best, namely the effect of organizational culture on stressors, and was not specific to the police so that the results of the study fulfilled the novelty element that organizational culture had a significant effect on reducing police stressors. When related to the theory of organizational culture presented by several experts (described in the review literature) that organizational culture emphasizes aspects of values, norms, norms, beliefs, and fellow meanings (goals and interests) in the organization (used as indicators). The practices mentioned in the police environment are proven to be internalized in police organizations so that they can prevent stressors from their members. When looking at stressor items or indicators, it means that these items can be reduced by organizational culture.

Social resources have a significant effect on stressors. Theoretically support the the study by Evans et al., (2013) that social support (social resources) can overcome traumatic events (stressors) experienced at work. Furthermore, Ellrich, (2016) in his study found that social resources owned/perceived by police officers (police patrols in Germany) can have a positive effect in reducing work pressure and demands (stressors). Practically the research results show that in order to reduce police stressors, it can be done by maximizing the roles of social resources. This means that maintaining relationships and friendship among friends needs to be revived and their quality improved. Creating friendly relations with co-workers (fellow police), and another important thing is family support. Every police officer and leader (commander) must pay attention to these three things, so that stressors can be avoided from an early age or protect police officers from potential stressors.

Servant leadership has a significant positive influence on organizational commitment with a

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contribution of around 51.40%. The next theoretical implication is that the research results are in line with and support previous studies such as Nadir (2016); Mazarei et al., (2013); and Mira & Margaretha, (2012) that servant leadership plays an important role in organizational commitment according to test results which have a positive and significant influence. Serving leadership as mandated by the Chief of Police Regulation No. 14 of 2011 emphasizes leadership within the Police which prioritizes the principle of serving which is currently proven to be able to create, maintain and increase organizational commitment. As previously explained, leadership practices within the Police are also supported by the oversight function (internal and external) as stipulated in Presidential Regulation (Perpres) No. 52/2010 and Presidential Regulation Number 17 of 2011. Internally there are even prosecutions where there are harmful leadership practices members and organizations. The logical consequence for practical purposes is that the police organization can maximize the practice of servant leadership because it has proven its strong role in the commitment of the police organization.

Organizational culture has no significant effect on organizational commitment with an explanatory confidence level of 51.40%. This number is relatively large, so the level of confidence to explain this relationship is strong, so it is logically accepted. Theoretically, the research results are in a position to deny that there is a significant relationship between organizational culture and organizational commitment. This result is not foreign because it is supported by previous studies including Surhana et al., (2020) in their study concluded that organizational culture has no significant effect (negative effect) on organizational commitment. This result at the same time rejects the research results of Suradi, (2019); Maswani et al., (2019); and Aranki et al., (2019) that organizational culture has a positive and significant effect on organizational commitment. This result is quite unique because the items (indicators) seen should have a correlation. On this basis, it is necessary to further deepen to retest of this model by developing a wider range of items and objects.

Social resources have no significant effect on organizational commitment with a reflecting ability of 51.40%, meaning that it is large enough to explain this relationship (so that it is logically accepted). The next theoretical implication is that the results of this study reject the study of Choi et al., (2020); Ellrich, (2016); and Evans et al., (2013) that social resources play a role or influence positively on police organizational commitment. The position of this study is more likely to support opinion Agustin, (2020) in their study that social resources do not have a significant effect on organizational commitment. The results of this study are useful for police organizations, because social resources do not directly have a positive effect on organizational commitment. Based on these results, it becomes a record for the police to be able to pay attention to the role of social resources so that they can make a real contribution to organizational commitment. As a social human being, this social need must be internalized in the work of the police so that it does not have (negative) consequences not only on organizational commitment, including other things that are built in this model (stressors).

Stressors have a significant effect on organizational commitment with a contribution of 51.40%. The results of this study are in line with the research of Choi et al., (2020) that job demands (stressors) are significant with a negative value on organizational commitment. This means that when the stressor increases it can reduce organizational commitment. The agreement between the results of Choi et al., (2020), and research further strengthens the argument that stressors have a significant impact (influence) on organizational commitment, so that (original negative sample and mean values) reflect that if the stressor is reduced it will increase organizational commitment. This result simultaneously weakens the results of research's Ellrich, (2016) which concludes that stressors have a positive relationship to organizational commitment in the sense that when stressors increase, organizational commitment increases. Ellrich, (2016) view, when examined further, thinks that someone who is experiencing stress is even more committed. Then the results of this study also refute the results of the study of Maghfur & Sutisna, (2020) that the stress of police officers has a direct positive effect on organizational commitment, this means that an increase in stressors can increase police organizational commitment.

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The results of this study finally obtained new information that it is true that stressors have a significant effect on organizational commitment with a negative value, meaning that the better stressor management can increase organizational commitment. Conversely, if the stressor is not controlled (trying to reduce it) it will reduce organizational commitment. The position of this study is important for the world of police including other organizations that have a tendency towards victimization in order to be able to place stressors as a determining part of organizational commitment. Stressor management by understanding that there is a risk of victimization (victimization) in carrying out duties as a police officer (command system) often creates stressors. Because of this it is important to know so that early prevention efforts are carried out (paying attention to stressor items or indicators).

Serving leadership through the stressor mediating role has a significant positive effect on organizational commitment (H8 accepted). Theoretically, these results are in line with the findings of research results on a direct relationship between servant leadership and organizational commitment (H4), which has a significant effect. Based on these findings, if leadership serves in the midst of heavy workloads and demands (potential stressors) and has the potential to experience victimization but has not been able to condition a positive effect on organizational commitment, work stressors can be used as intermediaries. This means that the practice of servant leadership will be very good if it is accompanied by an explanation of the potential stressors experienced, so it can strengthen the commitment of the police organization.

Organizational culture through the role of mediating stressors has a significant positive effect on organizational commitment. Theoretically, the hypothesis (H9) is proven or accepted. The next theoretical implication is that these results cover the weaknesses of the previous research results, namely the test of the direct effect of organizational culture on organizational commitment (H5), which has no significant effect. Efforts to cover up the weakness of this direct relationship are at the same time the results of research by Surhana et al., (2020) so that organizational culture can consistently have a positive and significant effect on organizational

commitment, it is necessary to have an intermediary approach to work stressors. Finally, it was found that in order to manage police work amid pressure and workload that is at risk of victimization and stressor tendencies that are considered to have consequences for organizational culture and organizational commitment, both stressors need an explanation. The organizational culture that seeks to increase organizational commitment will have a better effect (significant influence) if it is included (intermediaries) with an explanation or internalization of stressor management in it. The better the stressor is explained, the better the influence of organizational culture on police organizational commitment.

Finally, there is a significant positive effect between social resources on organizational commitment through stressor mediation, or in other words, the stressor acts as a mediation between social resources significantly on organizational commitment. (H10 accepted or proven). Conceptually it means that the role of the current stressor (indicator) plays a significant role in linking social resources for the purpose of organizational commitment so that when intervention is carried out (adding the stressor role) excessively it can result in a decrease in organizational commitment. The results of this study theoretically cover the weaknesses of the direct test results between social resources on organizational commitment (H6), which has no significant effect. This result simultaneously answers the weaknesses in study results Agustin, (2020) in their study that social resources do not have a significant effect on organizational commitment so the relationship between the two in the Police environment will be good if using an intermediary stressor explanation. Finally, it was found that social resources will have a significant positive influence on organizational commitment wherever using stressor mediation (stressor). The practical implication is that police organizations that have a working system (command) often feel that there is a "burden and pressure" of work which in turn creates a potential stressor. Taking a close look at these stressors would be well positioned to describe them on social resources for the purpose of maintaining and/or increasing police organizational commitment.

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CONCLUSION

The results of the analysis show that servant leadership has a significant positive effect on the stressor (H1 is accepted). Organizational culture has a significant positive effect on stressors (H2 accepted). Social resources have a significant positive effect on stressors (H3 is accepted). Servant leadership has a positive and significant effect on organizational commitment (H4 accepted). Organizational culture has no significant effect on organizational commitment (H5 is rejected). Social resources have no significant effect on organizational commitment (H6 is rejected). The stressor has a significant positive effect on organizational commitment (H7 is accepted).

Stressors mediate the influence of social resources on police organizational commitment (H8 accepted). The stressor acts as a mediating influence between servant leadership and police organizational commitment (H9 accepted). The stressor acts as a mediating influence between organizational culture on police organizational commitment (H10 accepted).

Suggestions for further research

Covering these weaknesses, it is suggested to reconstruct this model by focusing on analyzing the influence of organizational culture and social resources on organizational commitment. It is also recommended to expand the research sample to other police units that may experience stressors and victimization.

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