

LINKING SERVANT LEADERSHIP AND ADVERSITY QUOTIENT TO ORGANIZATIONAL COMMITMENT IN THE INDONESIAN PUBLIC SECTOR: THE MEDIATING ROLE OF WORK MOTIVATION

ISBAT

UNIVERSITAS PAKUAN, INDONESIA

HARI GURSIDA

UNIVERSITAS PAKUAN, INDONESIA

NANCY YUSNITA

UNIVERSITAS PAKUAN, INDONESIA

WIDODO SUNARYO

UNIVERSITAS PAKUAN, INDONESIA

YAYAN HADIYAT

UNIVERSITAS PAKUAN, INDONESIA

Abstract:

This study examines the relationships among servant leadership, adversity quotient, work motivation, and organizational commitment within the Indonesian public sector. Using a quantitative, cross-sectional survey, data from employees in government organizations were analyzed through Structural Equation Modeling (SEM). The results indicate that both servant leadership and adversity quotient have a significant positive influence on organizational commitment, both directly and indirectly, through the mediating role of work motivation. Work motivation was found to be a key mediator, accounting for 24.68% of the total effect of servant leadership and 43.18% of the total effect of adversity quotient on commitment. Among the direct effects, work motivation had the strongest influence on organizational commitment, while adversity quotient had the greatest impact on work motivation. These findings suggest that fostering commitment requires a dual approach: cultivating servant leadership behaviors to build trust and loyalty, and equipping employees with resilience skills to maintain motivation during challenges. The study expands the theoretical understanding by integrating resilience into the leadership-motivation-commitment model and offers practical recommendations for enhancing commitment in collectivist, bureaucratic contexts like the Indonesian public sector.

Keywords: Servant Leadership, Adversity Quotient, Work Motivation, Organizational Commitment

INTRODUCTION

Organizational commitment is a central determinant of public sector effectiveness, influencing service quality, employee retention, and institutional trust (Meyer & Allen, 1991). In Indonesia, public enterprises play a dual role: they are required to provide essential public services while simultaneously generating revenue to support local economic growth (Law No. 23 of 2014). This dual mandate places heavy demands on employees and highlights the importance of sustaining their psychological attachment to their organizations. Commitment ensures that employees remain aligned with organizational goals, persevere through challenges, and contribute actively to public trust in government institutions. The Indonesian public sector operates in a context shaped by bureaucratic structures, collectivist cultural norms, and limited autonomy in strategic decision-making. Studies consistently note issues such as inconsistent human resource management, resistance to change, and operational inefficiencies that can undermine employee engagement (Yusuf et al., 2017). Under these conditions, organizational commitment becomes particularly fragile and must be actively

cultivated by both organizational practices and individual psychological resources. Understanding the mechanisms that strengthen or weaken employee commitment is therefore essential for policymakers and managers seeking to enhance performance in Indonesia's public sector.

Previous research has explored several factors influencing commitment, but often in isolation. Resilience, as measured by the Adversity Quotient (AQ), has been shown to help individuals endure and grow from challenges (Stoltz, 1997; Zhao & Sang, 2023). Empirical studies confirm that higher AQ is associated with stronger organizational dedication across educational settings (Sulistiasih & Widodo, 2022; Virgiana et al., 2022). Yet, while AQ captures the ability to persist through hardship, less is known about how this resilience translates into long-term commitment in bureaucratic public institutions where systemic barriers are common. Similarly, Perceived Organizational Support (POS) has received significant attention as a driver of commitment. Employees who believe their organizations value their contributions and care for their well-being are more likely to reciprocate with loyalty and persistence (Pattnaik, Mishra, & Tripathy, 2023; Musyaropah & Sari, 2024). However, POS is frequently studied in contexts with greater organizational flexibility and autonomy, leaving questions about its effectiveness in bureaucratic systems where employee support may be constrained by rigid structures. Psychological Capital (PsyCap) offers a more holistic view, encompassing resilience, hope, efficacy, and optimism (Luthans et al., 2007). Although PsyCap integrates resilience into a broader psychological resource model, empirical applications in collectivist, resource-limited environments remain sparse. Leadership style is another crucial factor shaping commitment. Recent studies in Indonesia also show that servant leadership, when combined with supportive organizational culture, enhances employee engagement and organizational commitment (Verawati et al., 2024). In collectivist societies, trust in leaders, group cohesion, and interpersonal relationships are highly influential in determining whether employees remain engaged (Li et al., 2020; Zhao et al., 2025). Servant leadership, which emphasizes listening, humility, empowerment, and the prioritization of follower needs, has been consistently linked to employee loyalty and growth (Coetzer et al., 2017; Barbuto & Wheeler, 2019). In particular, servant leadership strengthens organizational citizenship behavior when mediated by trust in the leader and moderated by perceived organizational support (Amir, 2023). Its suitability for collectivist environments has been highlighted in both theory and empirical research, yet servant leadership has rarely been examined in tandem with individual resilience to assess their joint impact on organizational commitment.

Despite these insights, several gaps remain. First, prior studies often treat leadership behaviors and individual resilience as independent drivers of commitment, overlooking the possibility that they may interact or complement each other. Second, although work motivation is recognized as a central psychological mechanism that connects employee experiences to long-term commitment (Murray & Holmes, 2021; Gillet et al., 2018), its mediating role in linking leadership and resilience to commitment has received little empirical testing. Third, there is limited evidence from Indonesia's public sector—an environment characterized by bureaucracy and collectivism—where these dynamics may play out differently compared to private organizations or Western contexts. Addressing these gaps offers both theoretical and practical contributions. Theoretically, integrating servant leadership and AQ into a single framework, with work motivation as a mediator, enriches models of organizational commitment by incorporating resilience as a psychological resource alongside leadership behaviors. Practically, identifying how these factors work together can guide Indonesian public enterprises in designing interventions that not only develop leaders but also build employee resilience, ensuring commitment despite structural constraints. To address these gaps, this study develops and tests an integrated model linking servant leadership, adversity quotient, and work motivation to organizational commitment in the Indonesian public sector.

Building on motivation and resilience theories, we hypothesize that both servant leadership and adversity quotient positively influence organizational commitment, both directly and indirectly, through the mediating role of work motivation. By testing this model within the unique institutional and cultural context of Indonesia's public sector, this study aims to advance theoretical understanding while offering practical recommendations for policymakers and managers.

LITERATURE REVIEW

Organizational commitment is defined by Colquitt et al. (2023) as an individual's desire to stay with an organization. Spector (2021) elaborates on this, describing it as an employee's engagement and attitude toward the organization, which is shown by their acceptance of its goals, dedication to hard work, and intention to continue their employment. Similarly, Robbins and Judge (2022) define organizational behavior as the study of how individuals and groups interact within organizations, emphasizing the link between behavior and organizational performance. More recent evidence highlights that organizational commitment also mediates the relationship between servant leadership and broader outcomes, such as financial and sustainability performance (Petra et al., 2023). Based on these definitions, organizational commitment for this study is

conceptualized as an individual's willingness and attitude to remain with an organization. This is demonstrated through their acceptance of its goals, dedication to hard work, and deep engagement. The key dimensions and indicators of organizational commitment are: (1) Affective Commitment, which is an emotional bond that causes a desire to stay, shown by pride, emotional attachment, and a concern for the organization's future; (2) Continuance Commitment, which is a logical choice to stay because of the perceived costs of leaving, such as financial risks or benefits that would be lost; and (3) Normative Commitment, which is a feeling of moral obligation to stay, arising from a sense of responsibility or indebtedness to the organization. Daft (2023) emphasizes that organizational structures and design choices play a critical role in shaping employee behavior and overall organizational effectiveness. This concept helps explain differences in the intensity and direction of behavior. Abu Baker et al. (2013) describe motivation as an internal drive, often from curiosity, that either encourages or discourages actions in the workplace. Kinicki and Fugate (2016) consider it a psychological process that supports the direction, intensity, and endurance of actions and thoughts. Supporting this, engagement and motivation have been found to act as pathways through which organizational values and leadership practices enhance commitment (Ahmad et al., 2020). Together, these viewpoints show that motivation is a complex mechanism that drives goal-oriented behavior. Based on these theoretical ideas, work motivation in this study is considered to be the combination of internal and external forces that initiate, guide, and sustain a person's behavior toward achieving specific goals. It includes two main dimensions: (1) Intrinsic motivation, which comes from internal desires like achievement, responsibility, recognition, and self-development; and (2) Extrinsic motivation, which comes from external factors in the environment, such as salary, working conditions, appreciation, and job security.

Focht and Ponton (2015) characterize servant leadership as a leader's behavior rooted in the desire to serve others and motivate them toward specific objectives. Coetzer et al. (2017) elaborate on this, defining it as a leader's actions driven by service, with the purpose of guiding and developing others for the collective benefit of individuals, organizations, and society. Barbuto et al. (2019) also describe servant leadership as a natural inclination to serve others. Based on these definitions, this study synthesizes servant leadership as a leader's behavior that puts serving followers first and places their needs above personal interests. This is demonstrated by several key behaviors, including: (1) Active listening; (2) Humility; (3) Standing-back; (4) Emotional healing; (5) Empowering others; (6) Promoting accountability; and (7) Stewardship.

Stoltz (2016) defines Adversity Quotient (AQ) as a way to measure how a person responds to life's difficulties and challenges. Similarly, Candoa (2014) sees AQ as a concept that evaluates how individuals react to life's hardships. Zhao and Sang (2023) further describe AQ as a person's ability to overcome and recover from both internal and external obstacles. Based on these expert perspectives, this research defines AQ as an individual's capacity to respond to, face, and recover from various internal or external challenges and difficulties. The key indicators of AQ are: (1) Control; (2) Ownership; (3) Reach; and (4) Endurance.

Limited research has combined the findings on servant leadership, AQ, and motivation within the specific context of the public sector's challenges. While some studies show a positive connection between these factors, there is disagreement over which one is most influential. For instance, research from Western countries often suggests that motivation is more important than leadership style, while studies in collectivist societies like China highlight the importance of the leader-follower dynamic. However, there is little empirical data from the Indonesian public sector, especially when leadership and psychological resilience are considered together as influencing factors. This study aims to fill that gap.

Hypothesis

Building on the established theoretical framework and previous research, this study proposes that servant leadership and adversity quotient will have a positive impact on organizational commitment, both directly and indirectly, with work motivation acting as a mediator. The following hypotheses will be examined to address the identified research gaps:

Servant leadership on Organizational commitment

Organizational commitment, especially affective commitment, tends to increase when employees see their leaders as supportive and empowering. Servant leadership encourages this perception by prioritizing employee needs over personal or organizational politics (Coetzer et al., 2017). Research in different settings has found significant connections between servant leadership and commitment (Choudhary et al., 2013; van Dierendonck et al., 2019). In Indonesian public enterprises, where job security is often high but employee engagement may be low, servant leadership can be a crucial factor in strengthening employees' attachment to their organization.

H1: Servant leadership directly and positively influences Indonesian public sector employee organizational commitment.

Adversity quotient on Organizational commitment

Employees with a higher Adversity Quotient (AQ) generally show greater persistence, a stronger sense of responsibility, and a greater willingness to contribute to organizational goals. Research from Sulistiasih and

Widodo (2022) and Virgiana et al. (2022) supports a direct positive link between AQ and commitment, indicating that resilient individuals are more likely to stay engaged and loyal. This connection is especially important in the Indonesian public sector, where a sustained commitment is vital for service delivery despite common administrative hurdles.

H2: Adversity Quotient (AQ) directly and positively influences Indonesian public sector employee organizational commitment.

Work motivation on Organizational commitment

Organizational commitment is stronger when employees' personal motivations and the organization's goals are in sync. Employees who are motivated are more likely to see their work as meaningful, which increases their attachment to the organization. Murray and Holmes (2021) discovered that intrinsic motivation was a strong predictor of affective commitment. In addition, Gillet et al. (2018) found that both intrinsic and extrinsic motivators led to higher organizational loyalty in various work environments. In the Indonesian public sector, where rigid procedures can sometimes lower engagement, boosting motivation can help employees stay dedicated.

H3: Work motivation directly and positively influences Indonesian public sector employee organizational commitment.

Servant leadership on Work motivation

Servant leadership cultivates a workplace environment where employees feel valued, supported, and empowered, which can increase their motivation. These types of leaders listen to their employees, acknowledge their contributions, and offer opportunities for professional growth—all of which are factors connected to intrinsic motivation. Research from Su et al. (2020) supports the idea that servant leadership improves employees' intrinsic drive, resulting in more creativity and innovation in service. When adopted in public sector organizations, servant leadership behaviors can counteract bureaucratic limitations by creating a motivational environment.

H4: Servant leadership directly and positively influences the work motivation of Indonesian public sector employees.

Adversity quotient on Work motivation

The Adversity Quotient (AQ) represents the ability to stay focused, optimistic, and determined when facing challenges. Employees with higher AQ tend to see difficulties as manageable, making them more likely to stay engaged, which in turn sustains their motivation. Park et al. (2020) showed that AQ significantly boosts work motivation by building psychological resilience, allowing employees to continue pursuing goals even in tough situations. In the Indonesian public sector, where complex administrative processes and limited resources are common, AQ is expected to be a major factor in driving motivation.

H5: Adversity Quotient (AQ) directly and positively influences the work motivation of Indonesian public sector employees.

Servant leadership on Organizational commitment through Work motivation

Servant leaders do more than just inspire loyalty directly through supportive actions. They also indirectly increase commitment by boosting motivation, which in turn strengthens employees' connection to the organization. This mediated relationship is consistent with motivation theories that connect psychological empowerment to stronger organizational bonds. In Indonesian public organizations, this mechanism could be a powerful way to combat the disengagement that often results from rigid hierarchies.

H6: Servant leadership indirectly and positively influences Indonesian public sector employee organizational commitment through work motivation.

Adversity quotient on Organizational commitment through Work motivation

High-AQ employees stay motivated even in difficult situations, and this motivation increases their desire to remain committed to their organization. Evidence from Sulistiasih and Widodo (2022) and Virgiana et al. (2022) suggests that resilience supports commitment both directly and indirectly by helping employees maintain their drive to contribute. This mediated relationship is especially important in the public sector because of the many operational constraints that are often present.

H7: Adversity Quotient (AQ) indirectly and positively influences Indonesian public sector employee organizational commitment through work motivation.

The comprehensive research framework, developed from the extensive literature review and the hypotheses outlined above, is depicted in Figure 1.

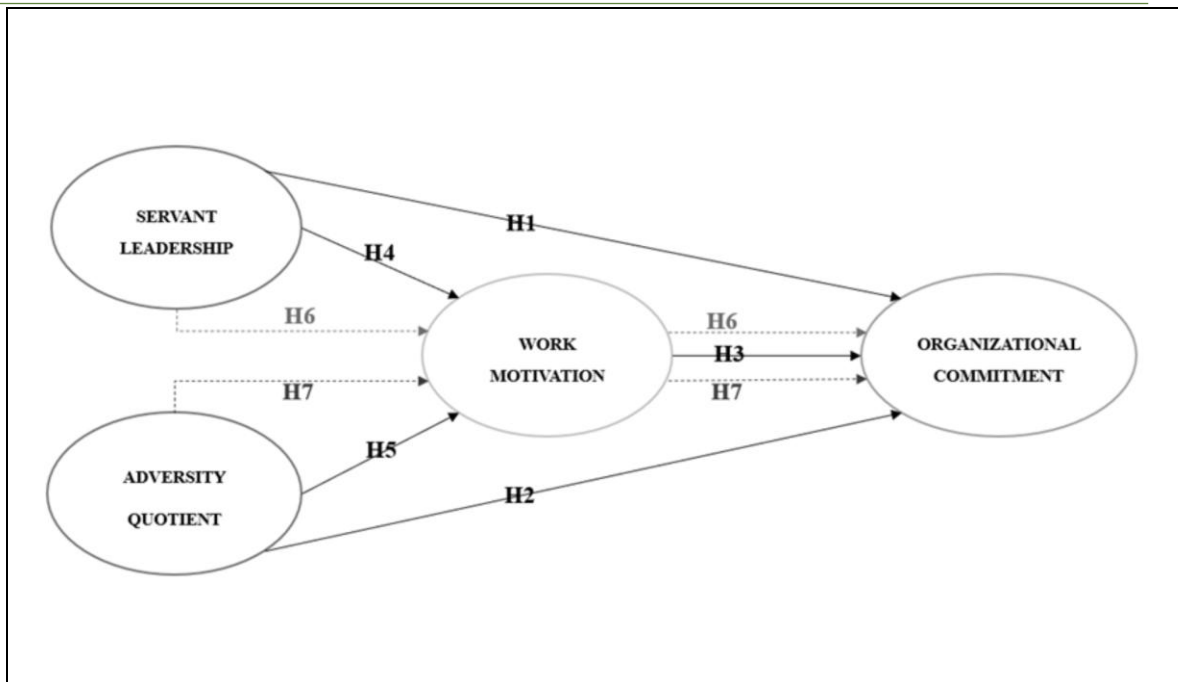


FIGURE 1 Research Framework
Source: Results of Researcher's Hypothesis (2025)

RESEARCH METHODS

Research Design and Data Collection

This study applied a quantitative, cross-sectional survey approach to investigate the relationships among servant leadership, adversity quotient, work motivation, and organizational commitment in Indonesian public sector organizations. Ethical approval was granted by the Ethics Committee of Pakuan University (Reference No. 400/SPs/Unpak/II/2025), and additional clearances were obtained from the Regional Public Company Pasar Tohaga, the Regional Drinking Water Utility Tirta Kahuripan, and the Agency for National Unity and Political Affairs of Bogor Regency. All procedures complied with ethical research standards, and written informed consent was secured from all participants prior to data collection.

Data collection was carried out with institutional permission during official working hours. Participation was voluntary, and respondents were assured that their answers would remain confidential and would be used solely for academic purposes. Completed questionnaires were screened for accuracy and completeness before analysis.

Population and Sample

The research population consisted of 254 employees in public sector organizations in Bogor Regency. A purposive sampling technique was used to ensure participants had sufficient knowledge and experience to provide reliable responses. The final sample included 157 respondents, determined using the Slovin formula. According to Hair et al. (2021), a minimum of 100–150 cases is adequate for Structural Equation Modeling (SEM), depending on model complexity. Therefore, the sample size of 157 was sufficient to ensure robust parameter estimation.

TABLE 1 Research Population

Affordable Population	Proportional Research	Sample	Sample Survey	Preliminary	Instrument Samples	Test
254	157		50		47	

Source: Results of Researcher Data Processing (2025)

A preliminary survey was conducted with 50 respondents to test the clarity of items and technical aspects of the questionnaire, in line with Fowler's (2014) recommendation to conduct a small pilot survey before full-

scale administration. Feedback confirmed the comprehensibility of the items, and only minor refinements were made.

Research Instruments

Four instruments were used to measure the study variables: organizational commitment (43 items), work motivation (48 items), servant leadership (43 items), and adversity quotient (43 items). A five-point Likert scale was applied consistently across all measures. Table 1 presents the distribution of items across constructs.

TABLE 2 Results of Questionnaire Question Analysis

No	Questionnaire	Number of Positive Questions	Number of Negative Questions	Total Number of Questions
1	Organizational Commitment	32	11	43
2	Work Motivation	32	16	48
3	Servant Leadership	32	11	43
4	Adversity Quotient	33	10	43

Source: Results of Researcher Data Processing (2025)

Validity and Reliability

The validity and reliability of the instruments were assessed prior to hypothesis testing. The instruments initially contained 43 items for organizational commitment, 48 for work motivation, 43 for servant leadership, and 43 for adversity quotient. Following reliability and validity assessments (Cronbach's α , ω , CFA, and AVE analysis), items with standardized factor loadings below 0.70 or low reliability contributions were removed. The final measurement model consisted of 36 items for organizational commitment, 34 for work motivation, 34 for servant leadership, and 34 for adversity quotient. This refinement ensured that all retained items met recommended psychometric thresholds (Hair et al., 2021).

TABLE 3 Number of Items Before and After Reliability & Validity Assessment

No	Questionnaire	Initial Items	Retained
1	Organizational Commitment	43	36
2	Work Motivation	48	34
3	Servant Leadership	43	34
4	Adversity Quotient	43	34

Source: Results of Researcher Data Processing (2025)

Note: Retained items met thresholds of factor loadings ≥ 0.70 , AVE ≥ 0.50 , and reliability indices α and $\omega \geq 0.70$.

Internal consistency was examined using Cronbach's alpha and McDonald's omega, both of which exceeded the recommended threshold of 0.70. Convergent validity was confirmed through confirmatory factor analysis (CFA), with standardized factor loadings ≥ 0.70 and Average Variance Extracted (AVE) ≥ 0.50 . Discriminant validity was established using the Fornell-Larcker criterion, where the square root of AVE for each construct was greater than the inter-construct correlations. Composite reliability (CR > 0.70) further supported the robustness of the measurement model.

TABLE 4 Construct Reliability

Latent	Coefficient α	Coefficient ω
Organizational Commitment	0.926	0.926
Work Motivation	0.947	0.949
Servant Leadership	0.937	0.940
Adversity Quotient	0.939	0.939

Source: Results of Researcher Data Processing (2025)

Note. α = Cronbach's alpha; ω = McDonald's omega. All values exceeded the recommended threshold of .70, indicating satisfactory internal consistency.

TABLE 5 Average Variance Extracted (AVE)

Latent	AVE
Organizational Commitment	0.645
Work Motivation	0.694
Servant Leadership	0.685
Adversity Quotient	0.793

Source: Results of Researcher Data Processing (2025)

Note. AVE = average variance extracted. CR values exceeded .70 and AVE values exceeded .50, supporting convergent validity.

TABLE 6 Factor Loadings

Latent	Indicator	Estimate	p
Organizational Commitment	Y_1	0.783	<.001
	Y_2	0.744	<.001
	Y_3	0.843	<.001
	Y_4	0.835	<.001
	Y_5	0.856	<.001
	Y_6	0.840	<.001
	Y_7	0.705	<.001
Work Motivation	Z_1	0.788	<.001
	Z_2	0.806	<.001
	Z_3	0.884	<.001
	Z_4	0.733	<.001
	Z_5	0.865	<.001
	Z_6	0.876	<.001
	Z_7	0.843	<.001
	Z_8	0.859	<.001
Servant Leadership	X1_1	0.776	<.001
	X1_2	0.854	<.001
	X1_3	0.848	<.001
	X1_4	0.846	<.001
	X1_5	0.771	<.001
	X1_6	0.923	<.001
	X1_7	0.762	<.001
Adversity Quotient	X2_1	0.894	<.001
	X2_2	0.904	<.001
	X2_3	0.876	<.001
	X2_4	0.888	<.001

Source: Results of Researcher Data Processing (2025)

Note. All standardized factor loadings $\geq .70$, indicating acceptable convergent validity (Hair et al., 2021). Items with loadings below .70 were removed during instrument refinement.

Together, these results confirm that the final measurement model was both reliable and valid, providing a strong foundation for subsequent hypothesis testing.

Language and Cultural Adaptation

All instruments were administered in Bahasa Indonesia. Items had been previously adapted and used in Indonesian research contexts, ensuring cultural appropriateness. As such, additional translation procedures were not required for this study.

Data Analysis

Data analysis was conducted using Structural Equation Modeling (SEM) with JASP software. Prior to hypothesis testing, data screening was performed to check assumptions. Skewness and kurtosis statistics indicated no severe deviations from normality. Multicollinearity was tested using variance inflation factor (VIF < 5), confirming no problematic correlations among predictors.

Model fit was evaluated using several indices: Comparative Fit Index (CFI) and Tucker–Lewis Index (TLI) values above 0.90, Root Mean Square Error of Approximation (RMSEA) below 0.08, and Standardized Root Mean Square Residual (SRMR) below 0.08 were used as benchmarks of acceptable fit.

Direct, indirect, and total effects were estimated using maximum likelihood estimation. Alongside path coefficients and significance values ($p < 0.05$), effect sizes and 95% confidence intervals were computed. Bootstrapping with 5,000 resamples was employed to assess the stability of indirect effects.

RESULTS AND DISCUSSION

Construct Reliability and Average Variance Extracted (AVE)

All constructs demonstrated satisfactory reliability and validity. Cronbach's α and McDonald's ω values were above 0.90, and composite reliability (CR) values exceeded 0.70. Convergent validity was established with AVE values above 0.50, and discriminant validity was confirmed using the Fornell–Larcker criterion. Detailed results are reported in Tables 4–6 (see Methodology).

Direct Effects

As shown in Table 7, all hypothesized direct relationships were significant. Work motivation exerted the strongest direct effect on organizational commitment ($\beta = 0.383$, 95% CI [0.22, 0.54], $p < .001$, $f^2 = 0.19$, medium effect). Servant leadership ($\beta = 0.326$, 95% CI [0.15, 0.47], $p < .001$, $f^2 = 0.14$) and adversity quotient ($\beta = 0.272$, 95% CI [0.09, 0.43], $p = .004$, $f^2 = 0.11$) also had significant direct influences.

TABLE 7 Direct Effects of Study Variables (Standardized Estimates, 95% CI)

Latent	Indicator	β	95% CI	p	f^2
Organizational Commitment	Work Motivation	0.383	[0.22, 0.54]	< .001	0.19
	Servant Leadership	0.326	[0.15, 0.47]	< .001	0.14
	Adversity Quotient	0.272	[0.09, 0.43]	0.004	0.11
Work Motivation	Servant Leadership	0.278	[0.07, 0.39]	0.010	0.09
	Adversity Quotient	0.54	[0.32, 0.67]	< .001	0.26

Source: Results of Researcher Data Processing (2025)

Note. β = standardized path coefficient. f^2 = Cohen's effect size (0.02 = small, 0.15 = medium, 0.35 = large).

Indirect Effects

Work motivation significantly mediated the relationships between servant leadership and organizational commitment ($\beta = 0.106$, 95% CI [0.02, 0.19], $p = .020$) and between adversity quotient and organizational commitment ($\beta = 0.207$, 95% CI [0.12, 0.32], $p < .001$). The mediating effect was notably stronger for adversity quotient.

TABLE 8 Indirect Effects via Work Motivation

Latent	β	95% CI	p
Servant Leadership → Work Motivation → Organizational Commitment	0.106	[0.02, 0.19]	0.020
Adversity Quotient → Work Motivation → Organizational Commitment	0.207	[0.12, 0.32]	<.001

Source: Results of Researcher Data Processing (2025)

Note. β = standardized indirect effect; CI = confidence interval based on 5,000 bootstrap samples.

Total Effects

The combined direct and indirect effects are presented in Table 9. Work motivation mediated 24.68% of servant leadership's total effect and 43.18% of adversity quotient's total effect on organizational commitment.

TABLE 9 Total Effects of Servant Leadership and Adversity Quotient on Organizational Commitment

Predictor	Direct Effect	Indirect Effect	Total Effect	Mediation %
Servant Leadership	0.326	0.106	0.432	0.2468

Adversity Quotient	0.272	0.207	0.479	0.4318
--------------------	-------	-------	-------	--------

Source: Results of Researcher Data Processing (2025)

These results indicate that while work motivation significantly mediates both relationships, it plays a comparatively larger role in translating adversity quotient into higher organizational commitment than in the case of servant leadership.

Figure 2 illustrates the structural model with standardized path coefficients. As shown, work motivation mediates the relationships between servant leadership and organizational commitment as well as between adversity quotient and organizational commitment.

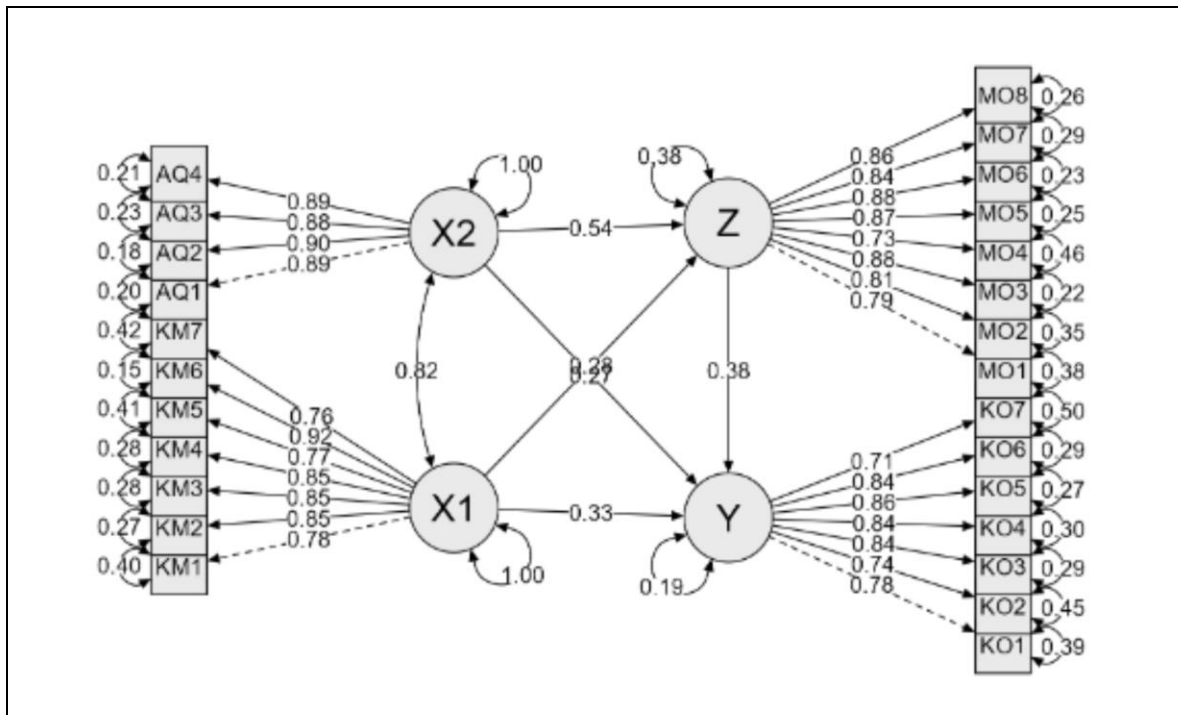


FIGURE 2
Structural Model of Direct and Indirect Effects of Servant Leadership and Adversity Quotient on Organizational Commitment via Work Motivation (Standardized Coefficients)
Source: Results of Researcher Data Processing (2025)

Hypothesis Test Results

Table 10 summarizes the hypothesis testing outcomes. All proposed hypotheses were supported ($p < 0.05$).

TABLE 10 Hypothesis Testing Results

No	Hypothesis	Coefficient	p	Conclusion
1	Servant leadership directly and positively influences Indonesian public sector employee organizational commitment.	0.326	<.001	Accepting the Hypothesis
2	Adversity Quotient (AQ) directly and positively influences Indonesian public sector employee organizational commitment.	0.272	0.004	Accepting the Hypothesis
3	Work motivation directly and positively influences Indonesian public sector employee organizational commitment.	0.383	<.001	Accepting the Hypothesis
4	Servant leadership directly and positively influences the work motivation of Indonesian public sector employees.	0.278	0.010	Accepting the Hypothesis

5	Adversity Quotient (AQ) directly and positively influences the work motivation of Indonesian public sector employees.	0.540	<.001	Accepting the Hypothesis
6	Servant leadership indirectly and positively influences Indonesian public sector employee organizational commitment through work motivation.	0.106	0.020	Accepting the Hypothesis
7	Adversity Quotient (AQ) indirectly and positively influences Indonesian public sector employee organizational commitment through work motivation.	0.207	<.001	Accepting the Hypothesis

Note: Accept the hypothesis if $p < 0.05$; Reject the hypothesis if $p > 0.05$

DISCUSSION

This study examined how servant leadership and adversity quotient influence organizational commitment, with work motivation as a mediating variable, in Indonesian public sector organizations. Results confirm that both leadership style and resilience significantly shape commitment, with motivation playing a central mediating role.

Servant Leadership and Commitment

The findings show that servant leadership positively influences organizational commitment directly and indirectly through motivation. This aligns with Coetzer et al. (2017) and Barbuto & Wheeler (2019), who highlight that servant leaders foster trust, empowerment, and loyalty. In the Indonesian context, where collectivist cultural norms emphasize relational harmony, the influence of servant leadership is especially pronounced, as employees are more responsive to leaders who prioritize their well-being. This is consistent with recent studies showing that servant leadership can mitigate burnout and foster resilience, thereby strengthening employee commitment (Wiyono et al., 2024).

Adversity Quotient and Commitment

Adversity quotient (AQ) significantly predicts both work motivation and organizational commitment, confirming Stoltz's (1997) resilience framework. Employees with high AQ sustain motivation in the face of bureaucratic constraints and limited resources. This supports findings by Virgiana et al. (2022) and Sulistiasih & Widodo (2022), but extends them by showing that AQ has both direct and mediated effects on commitment in a public sector setting. Notably, AQ's indirect effect through motivation was stronger than servant leadership's, suggesting resilience is a particularly critical resource in bureaucratic environments.

Work Motivation as Mediator

Work motivation emerged as the strongest predictor of organizational commitment, mediating the effects of both servant leadership and AQ. This finding is consistent with Murray and Holmes (2021), who emphasize motivation as a key psychological mechanism linking external factors to organizational loyalty. In Indonesia's public institutions, where structural challenges often weaken employee engagement, motivation serves as the psychological engine that sustains long-term commitment.

RESEARCH IMPLICATIONS

Theoretically, this study contributes by integrating servant leadership and adversity quotient into a single model with work motivation as mediator. This extends leadership and resilience literature by demonstrating their complementary roles in shaping commitment. It also advances research in collectivist and bureaucratic contexts, where the interaction of leadership and psychological resources has been understudied.

Practically, the findings suggest that Indonesian public organizations can strengthen employee commitment through two strategies: Developing servant leadership behaviors — training leaders to prioritize employee development, practice humility, and foster relational trust, and building resilience (AQ) — providing programs that enhance problem-solving, persistence, and adaptability in challenging bureaucratic environments. Together, these interventions can cultivate sustained work motivation and, in turn, stronger organizational commitment.

CONCLUSIONS

This study confirms that servant leadership and adversity quotient (AQ) are both important drivers of organizational commitment in the Indonesian public sector. Work motivation serves as a key mediating variable in this process. Servant leadership influences commitment both directly, by building trust and relational bonds, and indirectly, by boosting motivation. AQ also has a direct effect on commitment but relies more heavily on motivational pathways to turn resilience into a long-term attachment to the organization.

The findings highlight the need for a two-part strategic approach: developing leaders who follow servant leadership principles and giving employees the resilience skills needed to stay motivated during challenges. When used together, these strategies create a reinforcing system where leadership behaviors and personal adaptability work together to strengthen organizational commitment over time, especially in collectivist and bureaucratic environments like Indonesia's public sector

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

This study has several limitations. First, the sample was restricted to employees from a single regency in Indonesia, which may limit the generalizability of the findings across different regions, organizational types, or cultural contexts. Second, the cross-sectional design prevents causal inference; longitudinal studies are needed to capture changes in leadership, resilience, motivation, and commitment over time. Third, self-report data were used exclusively, raising the possibility of common method bias. Fourth, potential confounding factors such as organizational justice, job satisfaction, or psychological safety were not examined, even though they may also shape commitment.

Future research should address these limitations by employing more diverse samples across different provinces and organizational sectors, adopting longitudinal or experimental designs to establish causality, and integrating additional contextual and psychological variables to refine the model. Moreover, comparative studies between public and private sector organizations, or between Indonesian and international contexts, could provide deeper insights into the universality and cultural specificity of the findings.

FUNDINGS: The author declares no competing interests and did not receive any funding for this research.

ACKNOWLEDGEMENTS

This research was approved by the Ethics Committee of Pakuan University with reference number 400/SPs/Unpak/II/2025, Bogor district government regional public company Tohaga market with reference number 539/434 – Perumda THG, Regional Public Drinking Water Company Tirta Kahuripan Bogor Regency with reference number 690/0553 – SDM, and Bogor Regency Government National Unity and Politics Agency with reference number 000.0.2/726 – Wasnas. All research procedures were carried out in accordance with the applicable ethical guidelines. A copy of the ethical clearance letter has been provided as supplementary material.

Prior to participation, all respondents were informed of the research's objectives, procedures, and their rights. Informed consent was obtained in written form from all participants.

REFERENCES

1. Abu Baker, A. A., & Subramaniam, I. D. (2013). The role of transformational leadership style in motivating public sector employees in Libya. *Australian Journal of Basic and Applied Sciences*, 7(2), 53–59.
2. Ahmad, R., Islam, T., & Saleem, S. S. (2020). Employee engagement, organizational commitment, and job satisfaction as consequences of perceived CSR: A mediation model. *Journal of the Research Society of Pakistan*, 57(1), 153–168.
3. Amir, D. A. (2023). The effect of servant leadership on organizational citizenship behavior: Trust in the leader as mediation and perceived organizational support (POS) as moderation. *Journal of Leadership in Organizations*. <https://doi.org/10.22146/jlo.42946>
4. Barbuto, J. E., & Wheeler, D. W. (2019). Scale development and construct validation of servant leadership. *Journal of Leadership Studies*, 13(3), 172–183. <https://doi.org/10.1002/jls.21667>
5. Candoa, J. M. D., & Villacastin, L. N. (2014). The relationship between adversity quotient (AQ) and emotional quotient (EQ) and teaching performance of college PE faculty members of CIT University. *International Journal of Sciences: Basic and Applied Research*, 18(2), 354–367.
6. Chengwei, Z., Xia, D., Chen, H., & Li, W. (2025). Digital leadership, enterprise digital transformation and ambidextrous innovation: The adjustment benefit based on explicit and tacit knowledge spillover.

- British *Journal of Business and Psychology Research*, 1(3), 5–19.
<https://doi.org/10.47297/ppibjbpr2025010301>
7. Choudhary, A. I., Akhtar, S. A., & Zaheer, A. (2013). Impact of transformational and servant leadership on organizational performance: A comparative analysis. *Journal of Business Ethics*, 116(2), 433–440. <https://doi.org/10.1007/s10551-012-1470-8>
8. Coetzer, A., Buitendach, J. H., & Rothmann, S. (2017). The role of servant leadership in employee outcomes. *Journal of Psychology in Africa*, 27(4), 389–396. <https://doi.org/10.1080/14330237.2017.1356143>
9. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2023). *Organizational behavior: Improving performance and commitment in the workplace* (7th ed.). McGraw-Hill Education.
10. Daft, R. L. (2023). *Organization theory & design* (14th ed.). Cengage.
11. Fowler, F. J. (2014). *Survey research methods* (5th ed.). Sage Publications.
12. Gillet, N., Huyghebaert, T., & Stassen, J. (2018). The role of motivation in organizational commitment: Evidence from a multi-sectoral research in France. *Journal of Business and Psychology*, 33(3), 275–291. <https://doi.org/10.1007/s10869-017-9491-5>
13. Hadsal, S., & Ramadan, A. (2020). Pengaruh adversity quotient terhadap motivasi kerja pada pegawai kantor pelayanan perbendaharaan negara. *Jurnal Ilmu Manajemen dan Bisnis*, 11(1), 57–67.
14. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2021). *Multivariate data analysis* (8th ed.). Cengage Learning.
15. Kinicki, A., & Fugate, M. (2016). *Organizational behavior: A practical, problem-solving approach* (2nd ed.). McGraw-Hill Education.
16. Li, N., Liang, J., & Crant, J. M. (2020). The role of proactive personality in job satisfaction and organizational citizenship behavior: A relational perspective. *Journal of Applied Psychology*, 105(7), 714–725. <https://doi.org/10.1037/apl0000468>
17. Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge*. Oxford University Press.
18. Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61–89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)
19. Murray, W. C., & Holmes, M. R. (2021). Impacts of employee empowerment and organizational commitment on workforce sustainability. *Sustainability*, 13(6), 3163. <https://doi.org/10.3390/su13063163>
20. Park, S., Kim, H. C., & Song, J. H. (2020). The impact of AQ on motivation and performance. *International Journal of Human Resource Management*, 31(15), 1950–1972. <https://doi.org/10.1080/09585192.2019.1686655>
21. Pattnaik, S. C., Mishra, S., & Tripathy, S. (2023). The impact of perceived organizational support on organizational commitment: Mediating role of person–organization fit. *Journal of Organizational Effectiveness: People and Performance*, 10(1), 101–117. <https://doi.org/10.1108/JOEPP-05-2022-0050>
22. Petra, H. K., Gracia, L., & Clarence, G. (2023). The impact of servant leadership on financial and green performance via organizational commitment. *Binus Business Review*, 16(2). <https://doi.org/10.21512/bbr.v16i2.13127>
23. Robbins, S. P., & Judge, T. A. (2022). *Organizational behavior* (19th ed.). Pearson.
24. Spector, P. E. (2021). *Industrial and organizational psychology: Research and practice* (7th ed.). Wiley.
25. Stoltz, P. G. (2016). *Adversity quotient: Turning obstacles into opportunities*. HarperBusiness.
26. Su, W., Lyu, B., Chen, H., & Zhang, Y. (2020). How does servant leadership influence employees' service innovative behavior? The roles of intrinsic motivation and identification with the leader. *Baltic Journal of Management*, 15(4), 571–586. <https://doi.org/10.1108/BJM-09-2019-0335>
27. Sulistiasih, S., & Widodo, W. (2022). How adversity quotient and interpersonal communication affects teacher organizational citizenship behavior. *International Journal of Evaluation and Research in Education*, 11(2), 565–572. <https://doi.org/10.11591/ijere.v11i2.22136>
28. van Dierendonck, D., & Nuijten, I. (2019). The role of servant leadership in the development of community-oriented organizations. *International Journal of Leadership Studies*, 13(1), 150–162.
29. Verawati, E., Sunaryo, W., & Herdiyana, H. (2024). Improving employee engagement through organizational culture and servant leadership with commitment as an intervening variable—employees of a private hospital in Bogor Regency. *Indonesian Interdisciplinary Journal of Sharia Economics*, 7(1), 197–212. <https://doi.org/10.31538/ijse.v8i1.5772>
30. Virgiana, V., Suendarti, M., Lapasau, M., & Hasbullah, H. (2022). Measuring the effects of adversity quotient, organizational culture, and job satisfaction on special school teachers' organizational commitment. *International Journal of Educational Management and Development Studies*, 3(2), 21–44.

31. Wiyono, D., Tanjung, R., Setiadi, H., Marini, S., & Sugiarto, Y. (2024). Organizational transformation: The impact of servant leadership on work ethic culture with burnout as a mediating factor in the hospitality industry. *arXiv preprint*. <https://arxiv.org/abs/2407.01533>
32. Yusuf, M., Hartoyo, S., Manurung, A. H., & Temenggung, Y. A. (2017). Capital investment behavior of local government in regional development bank (BPD) in Indonesia. *Jurnal Bina Praja*, 9(2), 281–293. <https://doi.org/10.21787/jbp.09.2017.281-293>
33. Yusuf, R., Sutopo, S., & Rahmawati, I. (2017). Human resource challenges in Indonesian public organizations. *International Journal of Public Administration*, 40(8), 665–676. <https://doi.org/10.1080/01900692.2016.1186175>
34. Zhao, H., Chen, Y., & Wang, S. (2025). Cultural values, leadership, and organizational commitment: Evidence from collectivist contexts. *Asia Pacific Journal of Management*, 42(1), 111–132. <https://doi.org/10.1007/s10490-024-09888-3>
35. Zhao, X., & Sang, Z. (2023). Adversity quotient and its role in organizational behavior. *Journal of Organizational Behavior*, 44(2), 97–115. <https://doi.org/10.1002/job.2575>