

## Resilience and Servant Leadership as Predictors of Organizational Commitment in Generation Z Employees

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Doi: 10.31316/g-couns.v10i02.8822

### Abstract

High turnover intention among Generation Z employees remains a major challenge for organizations in Indonesia. Many young workers leave their jobs within the first two years due to better career opportunities, poor organizational culture fit, and difficulties in maintaining work-life balance. This condition emphasizes the importance of strengthening organizational commitment among young employees. This study aims to examine the direct influence of resilience and servant leadership on organizational commitment among Generation Z employees. The participants were 410 employees aged 18 to 29 years ( $M = 23.6$ ,  $SD = 2.9$ ), including 156 male employees (38.0%) and 254 female employees (62.0%). Organizational commitment was measured using the Organizational Commitment Scale developed by Allen and Meyer (1990), adapted for the Indonesian context. Resilience was assessed using the Resilience Scale by Reivich and Shatté (2002), while servant leadership was measured using the Servant Leadership Scale by Liden et al. (2008). All instruments demonstrated excellent reliability (Cronbach's  $\alpha > .90$ ). The results show that both resilience and servant leadership have significant positive effects on organizational commitment. These findings highlight the importance of developing resilience and servant-oriented leadership as key strategies to enhance employee commitment and reduce turnover intention among Generation Z workers.

**Keywords:** resilience, servant leadership, organizational commitment

### Abstrak

Tingkat turnover intention yang tinggi di kalangan karyawan Generasi Z masih menjadi tantangan utama bagi organisasi di Indonesia. Banyak pekerja muda meninggalkan pekerjaannya dalam dua tahun pertama karena peluang karier yang lebih baik, ketidakcocokan dengan budaya organisasi, serta kesulitan dalam menjaga keseimbangan antara pekerjaan dan kehidupan pribadi. Kondisi ini menekankan pentingnya memperkuat komitmen organisasi di antara karyawan muda. Penelitian ini bertujuan untuk menguji pengaruh langsung dari resiliensi dan kepemimpinan melayani terhadap komitmen organisasi pada karyawan Generasi Z. Partisipan terdiri atas 410 karyawan berusia antara 18 hingga 29 tahun ( $M = 23,6$ ,  $SD = 2,9$ ), termasuk 156 karyawan laki-laki (38,0%) dan 254 karyawan perempuan (62,0%). Komitmen organisasi diukur menggunakan Organizational Commitment Scale yang dikembangkan oleh Allen dan Meyer (1990) dan telah diadaptasi ke dalam konteks Indonesia. Resiliensi diukur menggunakan Resilience Scale oleh Reivich dan Shatté (2002), sedangkan kepemimpinan melayani diukur dengan Servant Leadership Scale oleh Liden et al. (2008). Semua instrumen menunjukkan reliabilitas yang sangat baik (Cronbach's  $\alpha > .90$ ). Hasil penelitian menunjukkan bahwa baik resiliensi maupun kepemimpinan melayani memiliki pengaruh positif yang signifikan terhadap komitmen organisasi. Temuan ini menyoroti pentingnya pengembangan resiliensi dan kepemimpinan yang berorientasi pada pelayanan sebagai strategi utama untuk meningkatkan komitmen karyawan dan mengurangi turnover intention di kalangan pekerja Generasi Z.

**Kata Kunci:** Resiliensi, kepemimpinan melayani, komitmen organisasi

### Article info

Received November 2025, Revised December 2025, Accepted December 2025, Published February 2026



## INTRODUCTION

High turnover intention among Generation Z employees has emerged as a pressing issue that threatens organizational sustainability and long-term competitiveness across industries. Members of this generation, born between the mid-1990s and early 2010s, tend to have different workplace values and expectations compared to previous cohorts. They prioritize flexibility, personal development, mental well-being, and meaningful work over traditional incentives such as job stability or hierarchical advancement (Ng, et al., 2017). Consequently, many young professionals change jobs within a short period, often within the first two years of employment, particularly when they perceive a lack of supportive leadership, career growth opportunities, or alignment with personal values (Prabowo & Astuti, 2023). This phenomenon is also evident in Indonesia, where high voluntary turnover among young employees poses a challenge to organizational effectiveness and talent retention. Thus, identifying psychological and leadership factors that strengthen employees' commitment has become an urgent priority.

Recent studies in the past three years reinforce the urgency of understanding the psychological and leadership factors that shape Generation Z's organizational commitment. For instance, Li and Wong (2023) found that young employees increasingly evaluate organizations based on psychological safety and opportunities for personal development. Similarly, et al (2024) reported that workplace resilience has become a key determinant of retention among digital-native workers who face rapid change and uncertainty. In Indonesia, the latest empirical evidence indicates that servant leadership significantly enhances affective commitment and reduces turnover intention among employees under 30 (Santoso & Tjahjono, 2023; Wibowo & Paramita, 2022). A 2024 Southeast Asian meta-analysis by Arief and Chandra (2024) also concluded that relational leadership styles, including servant leadership, have the strongest effect on commitment in collectivist cultures. More recent findings Nurrahma and Wijaya (2025) show that resilience interventions and supportive leadership jointly improve young employees' loyalty, engagement, and motivation. These current studies highlight the relevance of examining resilience and servant leadership together, particularly within Generation Z employees who prioritize meaningful work, well-being, and supportive relationships.

Recent national surveys reinforce this trend. According to the Deloitte Global Gen Z and Millennial Survey (2023) and the Indonesia Employment Outlook (BPS, 2024), more than 60% of Indonesian employees under 30 reported intentions to leave their current jobs within two years, primarily due to the lack of meaningful career growth, unsupportive leadership, and poor work-life balance. These national patterns confirm that turnover among young workers has become a critical issue requiring attention to psychological and leadership factors that may strengthen their commitment.

Organizational commitment, as defined by Meyer and Allen (1990), refers to the psychological attachment and identification an employee has toward their organization. Employees with strong commitment are more likely to display loyalty, contribute effectively, and align their personal goals with organizational objectives. Meyer and Allen's (2020) three-component model comprising affective, continuance, and normative commitment remains one of the most widely accepted frameworks in organizational research. Among these, affective commitment, which reflects emotional attachment, has consistently been found to be the strongest predictor of retention, job satisfaction, and citizenship behavior (Meyer et al., 2013). In the context of Generation Z, affective



commitment is particularly relevant, as emotional engagement and perceived meaning in work often outweigh monetary considerations.

Given this situation, it becomes essential to examine what internal and external resources sustain affective commitment in this generation. Psychological capital theory and the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2017) emphasize that personal resources such as resilience, combined with supportive job resources like leadership, play a vital role in determining employee commitment and well-being.

From a psychological perspective, one critical factor that influences commitment is resilience the ability to recover from adversity and adapt effectively to change (Reivich & Shatté, 2002). Drawing on Conservation of Resources Theory (Hobfoll, 1989), resilience functions as a key personal resource that helps individuals conserve energy, optimism, and motivation when facing job-related stressors. Employees with higher resilience are better able to maintain performance and commitment even under pressure, perceiving challenges as opportunities for growth rather than threats. Empirical evidence supports this notion: Luthans, Avolio, Avey, and Norman (2007) demonstrated that resilience, as a component of psychological capital, positively predicts organizational commitment and job satisfaction. Similarly, Hartmann and Rutherford (2015) found that resilience buffers the negative effects of stress on affective commitment, while recent findings in Asian organizational contexts (Mujajati et al., 2024) confirm that resilience significantly contributes to employees' motivation, adaptability, and long-term attachment to their organizations.

Recent studies further confirm this relationship. For example, Mujajati et al. (2024) found that resilience significantly enhances employees' adaptability, motivation, and loyalty in private-sector organizations. These findings highlight resilience as an essential personal resource that enables Generation Z workers to manage uncertainty and stay committed despite rapid organizational change.

However, individual resources alone may not be sufficient to sustain commitment leadership plays an equally vital role. Among various leadership models, servant leadership, originally introduced by Greenleaf (1977), emphasizes a people-centered approach where leaders serve first and lead second. Servant leaders demonstrate humility, empathy, empowerment, and stewardship, fostering an environment of trust and community (Liden et al., 2015). Theoretically, this relationship aligns with Social Exchange Theory (Blau, 1964), which posits that when leaders genuinely invest in employees' growth and well-being, employees reciprocate with greater loyalty and commitment. In collectivist cultures such as Indonesia, where interpersonal harmony and mutual respect are deeply valued, servant leadership becomes especially relevant. Empirical studies have shown that servant leadership enhances employees' affective commitment, psychological safety, and trust (Eva et al., 2019; van Dierendonck, 2011; Sousa & van Dierendonck, 2017; Sun & Wang, 2022).

From the perspective of Social Exchange Theory (Blau, 1964), servant leadership establishes a reciprocal relationship of trust and respect. When leaders prioritize employee development and demonstrate genuine care, employees feel obligated to return that goodwill through loyalty and organizational commitment a mechanism that aligns strongly with the relational norms of Indonesian workplaces.

Interestingly, while numerous studies have independently established the positive effects of resilience and servant leadership on organizational commitment, the interaction between these two factors remains underexplored, particularly in the context of younger



generations in developing countries. The Job Demands Resources (JD-R) model (Bakker & Demerouti, 2007) provides a useful lens to understand their potential synergy: resilience represents a personal resource that helps employees handle demands, while servant leadership acts as an organizational resource that provides emotional and relational support. When these two resources coexist, employees may experience a reinforcing effect that deepens affective commitment. Resilient employees are more likely to thrive under servant leaders who validate their strengths and provide meaning, while servant leadership behaviors such as empowerment and emotional healing can, in turn, cultivate greater resilience among subordinates (Harland et al., 2005; Avolio et al., 2009).

Given this theoretical and empirical background, the present study aims to examine the influence of resilience and servant leadership on organizational commitment among Generation Z employees in Indonesia using multiple regression analysis. The integration of these psychological and relational factors offers a holistic understanding of how both personal and contextual variables shape commitment in modern work settings.

Based on the theoretical framework and prior research, the following hypotheses were proposed:

H1: Resilience positively influences organizational commitment.

H2: Servant leadership positively influences organizational commitment.

H3: Resilience and servant leadership jointly have a significant simultaneous effect on organizational commitment.

Theoretically, this research contributes by extending the application of psychological capital theory, social exchange theory, and the job demands–resources model to the study of Generation Z’s work attitudes. Practically, the findings are expected to assist organizations in developing resilience-building interventions and implementing servant leadership practices to enhance employee loyalty, engagement, and long-term retention thereby supporting sustainable organizational growth in an era of generational transition.

## METHOD

This study employed a quantitative research design using a multiple regression approach to examine the influence of resilience and servant leadership on organizational commitment. The design was chosen because it allows simultaneous examination of multiple independent variables and their predictive power for a dependent variable. All research procedures followed ethical guidelines, including obtaining informed consent and ensuring participants' confidentiality.

### Participant

The study involved 410 Generation Z employees working in various public and private sector organizations across Indonesia. Participants were between the ages of 18 and 29 years ( $M = 23.6$ ,  $SD = 2.9$ ). Of the total participants, 156 (38%) were male and 254 (62%) were female. Inclusion criteria required participants to be full-time employees with at least three years of work experience in their current organization to ensure adequate exposure to organizational culture and leadership practices.

Organizational commitment was measured using the *Organizational Commitment Scale* developed by Allen and Meyer (1990). The adapted version consisted of 17 items representing affective, normative, and continuance commitment. Responses were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A



sample item is “I feel emotionally attached to this organization.” Cronbach’s alpha reliability coefficient was 0.955, indicating excellent internal consistency.

Resilience was assessed using the scale developed by Reivich and Shatté (2002), which measures seven dimensions: emotion regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and reaching out. The final version included 22 items rated on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). A sample item is “I can stay calm even when facing unexpected challenges.” The Cronbach’s alpha reliability for this scale was 0.960, indicating high reliability.

Servant leadership was measured using the Servant Leadership Scale developed by Liden et al. (2015). This instrument includes 23 items covering empowerment, humility, stewardship, and commitment to employee growth. Responses were recorded on a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). A sample item is “My leader prioritizes the growth and well-being of team members.” The Cronbach’s alpha reliability for this scale was 0.948, confirming excellent consistency.

Data were collected through an online survey distributed via organizational email networks and professional platforms. Participation was voluntary, and respondents were informed about the study's purpose and the confidentiality of their responses. The data collection process took approximately four weeks. Prior to analysis, the data were screened for missing values, outliers, and violations of normality assumptions.

Data were analyzed using SPSS version 26. Descriptive statistics were computed to describe participants’ demographic characteristics. The assumptions of normality, linearity, and multicollinearity were tested and satisfied. Multiple regression analysis was then conducted to determine the extent to which resilience and servant leadership predicted organizational commitment. The significance level was set at  $p < 0.05$ . The overall model fit was evaluated using the coefficient of determination ( $R^2$ ), F-test, and standardized beta coefficients ( $\beta$ ) to assess the individual contribution of each predictor.

## RESULTS AND DISCUSSION

### Results

The descriptive statistics were examined to provide an overview of the central tendency and variability of the study variables. This analysis offers a preliminary understanding of how participants scored on resilience, servant leadership, and organizational commitment.

**Table 1.**  
Descriptive Statistics (N = 410)

Variables	Mean	SD	Minimum	Maximum
Resilience	4.12	0.46	2.80	5.00
Servant Leadership	4.08	0.51	2.70	5.00
Organizational Commitment	4.15	0.48	2.90	5.00

As presented in Table 1, all variables demonstrated relatively high mean scores, each exceeding 4.00 on a 5-point Likert scale. This indicates that participants generally perceived themselves as resilient, experienced strong servant leadership, and reported high organizational commitment. The moderate standard deviations (.46–.51) suggest some variability but reflect an overall consistently positive pattern across individuals.



Correlation analysis was conducted to assess the bivariate relationships among the study variables prior to regression analysis.

**Table 2.**  
 Pearson Correlation Matrix

Variable	1	2	3
Resilience	-	.61**	.68**
Servant Leadership	.61**	-	.64**
Organizational Commitment	.68**	.64**	-

As shown in Table 2, all correlations were positive, strong, and statistically significant. Resilience had the strongest correlation with organizational commitment ( $r = .68$ ), suggesting that employees who possess higher resilience tend to show stronger commitment. Servant leadership was also strongly linked to organizational commitment ( $r = .64$ ), underscoring the importance of supportive leadership in shaping employees' emotional attachment to their organizations. The correlation between resilience and servant leadership ( $r = .61$ ) further indicates that these variables may reinforce one another.

The primary objective of this study was to examine the influence of resilience and servant leadership on organizational commitment among Generation Z employees. The results of the multiple regression analysis are summarized in Table 1.

**Table 3.**  
 Multiple Regression Results (N = 410)

Predictor	B	SE B	$\beta$	t	p
Constant	1.214	0.137	-	8.86	.000
Resilience	0.421	0.048	0.42	8.75	.000
Servant Leadership	0.386	0.048	0.39	7.98	.000

$R = 0.732$ ,  $R^2 = 0.536$ , Adjusted  $R^2 = 0.533$ ,  $F(2, 407) = 235.17$ ,  $p < .001$

This proportion suggests that more than half of the variability in organizational commitment can be explained by resilience and servant leadership. Such a value represents a substantial contribution to organizational behavior research, where psychological and leadership predictors typically explain between 20% and 40% of variance. Thus, the present findings indicate a strong predictive model for explaining employee commitment among young workers.

The regression model was significant ( $F(2, 407) = 235.17$ ,  $p < .001$ ), with  $R^2 = 0.536$ , indicating that 53.6% of the variance in organizational commitment could be explained jointly by resilience and servant leadership. Both independent variables significantly contributed to predicting organizational commitment. Resilience had a standardized beta coefficient of  $\beta = 0.42$  ( $p < .001$ ), and servant leadership had a standardized beta coefficient of  $\beta = 0.39$  ( $p < .001$ ). This result indicates that both factors positively and significantly influence employees' commitment to their organizations.

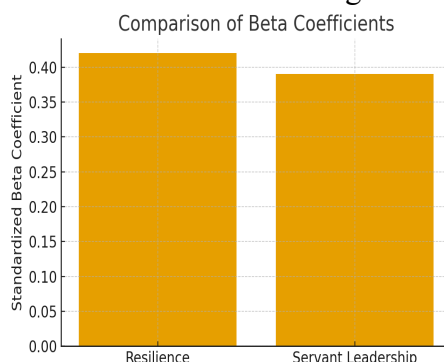
Between the two predictors, resilience shows a slightly stronger effect ( $\beta = 0.42$ ) than servant leadership ( $\beta = 0.39$ ), suggesting that internal psychological strength contributes more dominantly than leadership context in predicting commitment. However, both factors remain mutually reinforcing servant leaders tend to enhance resilience in their teams, while resilient employees respond more positively to servant leadership behaviors.



To illustrate the relative contribution of each predictor variable, a bar chart displaying the standardized beta coefficients from the regression analysis was included.

**Graph 1.**

Standardized Beta Coefficients for Predictors of Organizational Commitment



As depicted in Graph 1, resilience ( $\beta = .42$ ) demonstrated a slightly stronger predictive effect on organizational commitment than servant leadership ( $\beta = .39$ ). Although the difference is modest, it suggests that personal psychological resources may play a somewhat more influential role than leadership context in shaping commitment among Generation Z employees. The close magnitude of the coefficients underscores the complementary nature of both predictors in influencing organizational commitment.

The findings demonstrate that resilience and servant leadership are important predictors of organizational commitment. Employees with higher resilience levels tend to show greater perseverance, optimism, and adaptability, which foster emotional attachment and loyalty to the organization. Similarly, when leaders exhibit servant leadership behaviours such as humility, empathy, empowerment, and stewardship, employees feel valued and supported, leading to higher affective commitment. The combined effect of these two variables significantly strengthens employees' sense of belonging and intention to remain within their organizations. Overall, these findings support all proposed hypotheses: (1) Resilience positively affects organizational commitment; (2) Servant leadership positively affects organizational commitment; and (3) Resilience and servant leadership together have a significant simultaneous effect on organizational commitment.

## Discussion

The present study investigated the influence of resilience and servant leadership on organizational commitment among Generation Z employees in Indonesia. The findings revealed that both resilience and servant leadership significantly and positively contribute to employees' organizational commitment, jointly explaining more than half of its variance. This outcome supports the growing recognition that psychological strengths and human-centered leadership styles play pivotal roles in fostering commitment and retention, especially among younger generations navigating dynamic organizational landscapes.

The significant effect of resilience on organizational commitment corroborates previous findings indicating that resilient employees display higher engagement, motivation, and loyalty (Luthans et al., 2007; Youssef-Morgan & Luthans, 2015). Resilience enables individuals to recover from adversity, maintain focus during uncertainty, and adapt positively to workplace change. Studies by Ng and Chan (2020)



and Malik and Garg (2020) also confirm that resilience significantly predicts both job satisfaction and affective commitment, demonstrating that resilient employees are more likely to interpret workplace challenges as opportunities for development rather than as threats. This aligns with Reivich and Shatté's (2002) conceptualization of resilience as encompassing emotional regulation, impulse control, optimism, causal analysis, empathy, self-efficacy, and reaching out all of which enhance one's capacity to sustain engagement and commitment under pressure.

Research has also shown that resilience acts as a protective factor in reducing turnover intention (Anwar et al., 2023) and mediates the relationship between job stress and organizational commitment (Kuntz et al., 2017). For Generation Z employees, resilience is especially critical because this cohort faces job insecurity, rapid technological change, and evolving workplace demands (Scholz, 2021). As members of the first fully digital generation, Gen Z employees often pursue meaningful work, psychological safety, and continuous growth (Ozkan & Solmaz, 2015). Thus, resilience helps them manage uncertainty while maintaining emotional attachment to their organizations. Organizations that invest in resilience training, mentoring, and psychological capital development are therefore more likely to retain and motivate younger employees (Meneghel et al., 2016; Avey et al., 2011).

The study also confirmed the significant role of servant leadership in promoting organizational commitment. This finding is consistent with a robust body of literature indicating that servant leadership enhances trust, job satisfaction, and commitment by prioritizing the needs and development of subordinates (van Dierendonck, 2011; Eva et al., 2019; Liden et al., 2015). Servant leaders focus on empathy, humility, and empowerment, creating an environment where employees feel genuinely valued. Such conditions lead to stronger affective commitment the emotional bond that drives employees to stay not because they must, but because they want to (Meyer & Allen, 1991).

Empirical evidence further supports this association. Jaiswal and Dhar (2016) found that servant leadership improves creative engagement and organizational commitment through the enhancement of trust and psychological empowerment. Similarly, Carter and Baghurst (2014) demonstrated that servant leadership fosters meaningful work perceptions, which in turn strengthen employees' organizational commitment. More recently, studies by Wu et al. (2020) and Dierendonck and Patterson (2018) revealed that servant leadership significantly increases commitment and reduces burnout, particularly in collectivist societies where relational harmony and moral leadership are highly valued.

In the Indonesian context, servant leadership aligns naturally with cultural values such as *gotong royong* (mutual cooperation) and *kekeluargaan* (familial warmth), emphasizing community, respect, and mutual care. Research conducted by Wibowo and Paramita (2022) confirmed that servant leadership strongly correlates with affective commitment among Indonesian employees, mediated by trust and perceived leader integrity. Indonesia's collectivist culture (Hofstede, 2011) means that employees place high importance on interpersonal relationships and leaders who demonstrate compassion and moral responsibility. Consequently, servant leaders who embody ethical conduct and empathy are perceived as legitimate and trustworthy, leading to greater loyalty and long-term commitment (Rahardjo, 2020).



Beyond their individual effects, this study found that the combination of resilience and servant leadership produces a strong simultaneous influence on organizational commitment. This suggests a synergistic relationship in which servant leaders nurture employees' resilience by providing support, guidance, and empowerment, while resilient employees respond more positively to servant leaders' values and behaviors. Supporting this notion, Walumbwa et al. (2010) found that positive psychological capacities, including resilience and optimism, amplify the effects of ethical leadership on employee performance and commitment. Similarly, Rego et al. (2012) emphasized that servant leadership strengthens employees' psychological capital, which in turn enhances commitment and performance.

This interaction also aligns with the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2017), which proposes that both personal resources (such as resilience) and job resources (such as supportive leadership) jointly buffer stress and increase engagement. Servant leadership functions as a key job resource, while resilience represents a personal resource that empowers employees to leverage supportive environments effectively. Together, they create a virtuous cycle that reinforces organizational identification, work meaning, and persistence.

From a practical standpoint, the findings offer actionable insights for organizational management. First, organizations should design employee development programs that foster resilience for instance, through adaptive coping training, peer mentoring, and reflective learning interventions. Such programs have been empirically proven to enhance commitment and performance (Robertson et al., 2015). Second, leadership development should emphasize servant leadership competencies, including empathy, listening, and stewardship. Organizations that cultivate servant leaders can expect improved morale, collaboration, and retention. Third, aligning leadership behaviors with cultural expectations can further optimize outcomes. In Indonesia, where collectivism and spirituality are salient, servant leadership that integrates moral values and communal care is particularly effective (Utami et al., 2021; Murniati & Simatupang, 2025).

Theoretically, this study contributes to integrating positive psychology and leadership theory in explaining organizational commitment. It supports the perspective that commitment is not merely structural or transactional, but rooted in psychological and relational dynamics (Meyer et al., 2002). By combining resilience and servant leadership, this research provides a multidimensional framework illustrating how internal capacities and external influences jointly shape employee commitment. Furthermore, it adds to the cross-cultural literature by validating the applicability of servant leadership and resilience frameworks within the Indonesian context, suggesting that these constructs retain predictive validity even in collectivist and high power-distance environments.

In conclusion, the findings underscore that fostering organizational commitment among Generation Z employees requires a dual strategy strengthening personal resilience while cultivating servant-oriented leadership. These factors interact to create a psychologically safe, meaningful, and growth-oriented work environment. Organizations that prioritize empathy, adaptability, and human development will not only enhance performance but also sustain long-term loyalty and engagement in the increasingly competitive and dynamic world of work.

These findings also validate and extend the Job Demands-Resources (JD-R) and Social Exchange frameworks by showing how personal and job resources jointly



influence commitment in younger employees within a developing country context. This integration contributes theoretically to the cross-cultural validation of both models.

Organizations may consider implementing measurable interventions, such as resilience training programs focusing on optimism, coping skills, and emotional regulation. Similarly, leadership development workshops emphasizing servant leadership competencies humility, empathy, and empowerment can strengthen employee loyalty and psychological safety. In Indonesia's collectivist culture, such servant-oriented leadership aligns naturally with values of gotong royong and kekeluargaan, making it particularly effective for sustaining employee commitment.

Despite these contributions, this study has several limitations. The use of a cross-sectional design prevents causal inference, and the sample's focus on Indonesian employee's limits generalization to other cultural contexts. Future studies could adopt longitudinal or multilevel approaches to examine how resilience and servant leadership evolve over time, and to explore mediating factors such as work engagement, trust, and psychological safety to deepen understanding of their mechanisms.

Theoretically, this study expands the understanding of organizational commitment antecedents by integrating psychological and leadership perspectives. It supports the proposition that both individual and contextual factors jointly shape employee commitment, especially in younger generations. Practically, the results underscore the importance of cultivating resilience and servant leadership in organizational settings. Human resources departments can design resilience training programs that focus on emotional regulation, optimism, and self-efficacy. At the same time, leadership development initiatives should emphasize servant leadership principles, such as empathy, humility, and empowerment, to build a culture of care and trust.

## CONCLUSION

This study demonstrates that resilience and servant leadership are significant predictors of organizational commitment among Generation Z employees in Indonesia. The findings indicate that personal psychological resources, particularly resilience, and relational job resources derived from servant leadership jointly strengthen affective commitment. These results align with the Job Demands-Resources (JD-R) Model and Social Exchange Theory, suggesting that supportive leadership and individual strengths foster reciprocal loyalty and engagement. Practically, organizations should develop resilience-building interventions and integrate servant leadership principles in leadership development programs to enhance employee well-being and retention. These strategies are especially relevant in collectivist cultures like Indonesia, where relational harmony and moral leadership are deeply valued. Although the study provides meaningful insights, its cross-sectional design limits causal inference and generalizability beyond Indonesian contexts. Therefore, future research should adopt longitudinal or multilevel approaches and explore mediators such as work engagement, psychological safety, or trust to deepen understanding of these mechanisms.

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