

THE INFLUENCE OF ROLE STRESS ON ORGANIZATIONAL COMMITMENT IN CLASS IIA CURUP CORRECTIONAL INSTITUTION



¹Ahmad Muchlis Surya Darmawan, ²Padmono Wibowo

^{1,2}Program Studi Manajemen Pemasarakatan, Politeknik Pengayoman - Indonesia

e-mail:

¹uyadarmawan361@gmail.com (*corresponding author*)

²padmonowibowo@gmail.com

ABSTRACT

This study aims to analyze the effect of role stress on organizational commitment among employees at Class IIA Correctional Institution Curup. Role stress in this study is viewed through three main dimensions: role ambiguity, role conflict, and role overload, while organizational commitment is reflected through affective, continuance, and normative commitment. The research is motivated by several workplace conditions such as high workloads, uneven employee distribution, overcrowded inmate populations, and unclear role definitions, which can potentially increase role stress and reduce employee loyalty to the organization. This research uses a quantitative approach through a survey method, where data were collected from employees using questionnaires and analyzed using simple linear regression. The results show that role stress has a negative influence on organizational commitment. This means that higher levels of role stress tend to reduce employees' commitment to the organization. These findings emphasize the importance of managing workplace stress through clearer role definitions, fair workload distribution, and stronger organizational support in order to maintain employee loyalty and productivity.

Keywords: *Role Stress; Organizational Commitment; Role Ambiguity; Role Conflict; Workload; Correctional Institution*

INTRODUCTION

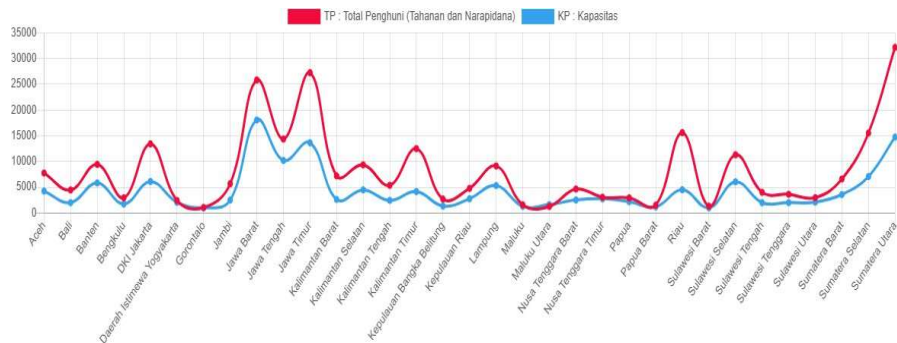
Organization can be understood as an entity that regulates cooperation between individuals to achieve common goals. According to Mooney (1939), organizations include formal and informal structures that allow individuals to work together in achieving predetermined goals. In every organization, the contribution of individuals is crucial in achieving overall organizational success (Robbins, 2005). In this context, the tasks and functions carried out by individuals need to be adjusted to the capabilities of the organization. If the organization works in accordance with the goals and expectations, then the organization will develop and achieve success.

In correctional institutions, the organization plays an important role in carrying out the functions of guidance and security. The organizational structure in correctional institutions may vary depending on the type and class of the institution, but generally consists of the Head of Correctional Institution, Section Heads, subsections, and officers who carry out operational tasks such as security, guidance, and administration. However, in organizations that operate under high pressure such as correctional institutions, role stress is a factor that affects employee performance and organizational commitment. Role stress, according to Addae et al. (2008), is a psychological state that arises due to unclear or conflicting tasks and responsibilities.

Organizational commitment, as expressed by Porter et al. (1974), refers to an individual's attachment to the organization and belief in the organization's goals and values. Role stress experienced by correctional officers can affect their commitment to the organization. Morrisette & Kisamore (2020) explained that role stress, caused by role ambiguity, role conflict, and role overload, can increase individual tension and reduce commitment to the organization.

Previous research, as described by Chang et al. (2005), showed that role stress can trigger anxiety and distress that impact organizational commitment. However, until now, research on the relationship between role stress and organizational commitment in correctional institutions, especially in Curup Class IIA Correctional Institution, is still limited. Many studies focus more on work stress in general without delving deeper into work role stress, such as role conflict, role ambiguity, and role overload. Correctional institutions, which often face overcrowded conditions and limited resources, have unique contextual factors that can exacerbate role stress, which in turn affects the organizational commitment of its employees.

Based on the data obtained, there is an imbalance between the capacity of correctional institutions and the total number of residents (detainees and prisoners) in various provinces. The following graph shows data on the capacity and total population of prisons, showing that many provinces experience significant overcapacity. This imbalance may contribute to increased role stress among prison staff.



Source: Public Correctional Database System, 2025

Figure 1
Capacity and Total Population Data (Prisoners and Inmates)

Based on the Figure 1, it can be seen that there is a significant imbalance between the capacity of the prison population and the total number of prisoners in various provinces. This overcapacity creates additional pressure on prison officers, who have to handle excessive workloads, and exacerbates the problem of role stress. This has the potential to increase tension in the performance of their duties and affect their commitment to the organization.

Taking these factors into account, this study aims to identify how role stress, which is influenced by overcrowding conditions and workload imbalance, impacts the organizational commitment of Class IIA Curup Correctional Institution officers.

LITERATURE REVIEW.

Morrisette and Kisamore (2020) conducted a meta-analysis to explore the impact of role stress on organizational commitment, focusing on role ambiguity, role conflict, and role overload. Their findings showed that role stress has a significant negative impact on affective organizational commitment, but its effect on continuance commitment is almost nonexistent. The study also showed that job type and culture acted as significant moderators of the relationship, with a stronger impact found in transactional jobs in Western cultures. This shows the importance of context in understanding how role stress affects organizational commitment.

Role Stress Theory

Role stress is a psychological condition that arises when individuals experience pressure in carrying out the roles given by the organization. This pressure can stem from role vagueness, conflicts between conflicting demands, and workloads that exceed individual capacity. The role stress theory developed by Kahn et al. (1964) explains that these three dimensions can affect a person's psychological well-being and work performance in the organization. In the context of public organizations, such as correctional institutions, structural challenges and high workloads make employees very vulnerable to the emergence of role stress. When an employee faces unclear or even conflicting expectations from superiors, colleagues, and the organizational system, the perceived role stress can disrupt emotional balance and performance effectiveness.

Organizational Commitment

Organizational commitment is a psychological condition that reflects the extent to which individuals feel bound to the organization where they work. Allen and Meyer (1990)

divide organizational commitment into three main dimensions, namely affective commitment, continuance commitment, and normative commitment. Affective commitment refers to an individual's emotional bond to the organization, continuance commitment is based on consideration of the costs or losses of leaving the organization, while normative commitment arises because of a sense of moral responsibility to stay in the organization. Employees who have a high level of commitment tend to show positive work behavior, be loyal to the organization, and be more resistant to the pressures of the work environment. This commitment is one of the important elements in maintaining organizational stability and improving the quality of public services, especially in the government sector or correctional institutions.

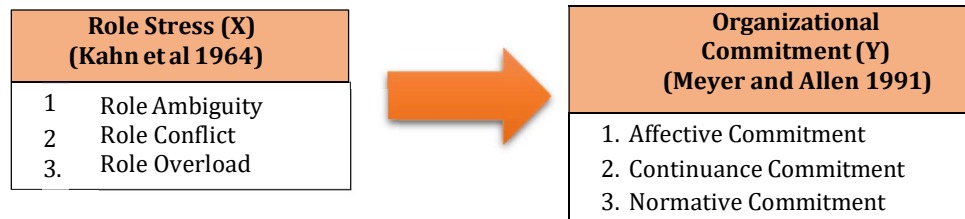
Relationship between Role Stress and Organizational Commitment

The relationship between role stress and organizational commitment has been widely studied and generally shows a negative correlation. The higher the level of role stress felt by employees, the lower their level of commitment to the organization (Antón, 2009; Morrissette & Kisamore, 2020). This is due to role pressure that causes employees to feel overwhelmed, unsupported, or even unappreciated, resulting in decreased emotional attachment and loyalty to the organization. In the long run, role stress that is not managed properly will encourage turnover intention, reduce productivity, and worsen the work climate. Therefore, it is important for organizations to minimize the sources of role stress through role clarity, fair workload distribution, and provision of structural and psychological support. By doing so, the organization is not only able to reduce employee stress, but also strengthen their commitment in carrying out their duties optimally.

Research Framework

This research is motivated by the phenomenon of role stress that is often experienced by employees in correctional institutions, especially due to high workloads, imbalance in the number of personnel, and demanding work environment conditions. Role stress in this context includes three main aspects, namely role ambiguity (role vagueness), role conflict (conflicting role demands), and role overload (excessive workload), as proposed by Kahn et al. (1964). These three aspects have the potential to cause psychological pressure that affects employee comfort and well-being in carrying out their duties. When the roles become blurred, conflicting, or too heavy, employees will experience tension that can have a negative impact on their attitude and behavior towards the organization.

In such conditions, organizational commitment becomes one of the affected aspects. Organizational commitment, according to Meyer and Allen (1991), consists of three dimensions, namely affective commitment (emotions and employee attachment to the organization), continuance commitment (rational consideration to stay), and normative commitment (a sense of moral obligation to remain loyal). When role stress increases, emotional attachment tends to weaken, the perception of the benefits of staying decreases, and the sense of responsibility to the organization can erode. Therefore, in this research framework, role stress is positioned as an independent variable (X) that affects organizational commitment as the dependent variable (Y). This study aims to analyze the extent to which the three aspects of role stress affect the three dimensions of organizational commitment, with the following research framework:



Source: Data Processed by the Author, 2025

Figure 2
Framework Model

METHOD

This study uses a quantitative approach with a correlational research type, aiming to analyze the effect of role stress on organizational commitment. The quantitative method was chosen because it is able to measure the relationship between variables objectively and measurable through statistical techniques. The independent variable in this study is role stress which consists of role ambiguity, role conflict, and role overload, while the dependent variable is organizational commitment which includes affective, continuance, and normative commitment. The research design used was cross-sectional, with a population of 85 employees of Class IIA Curup Correctional Institution and a sample of 84 respondents taken using total sampling technique. Data collection was carried out by distributing questionnaires using a 5-point Likert scale, and supported by literature study and document analysis to strengthen the results.

The research instrument was tested for validity and reliability using statistical analysis with the help of SPSS. Validity was tested through item-total correlation, while reliability was tested with Cronbach's Alpha, with a value ≥ 0.6 considered feasible. The data analysis techniques used include normality test (Kolmogorov-Smirnov), simple linear regression test to measure the influence between variables, significance test (t-test) to test the hypothesis, and determination test (R^2) to determine how much influence role stress has on organizational commitment. All tests were carried out with a significance level of 5% ($\alpha = 0.05$), in order to obtain valid results and can be used as a basis for making scientific conclusions.

RESULTS AND DISCUSSION

The data in this study were collected through distributing questionnaires to respondents who became the research sample, namely all employees who work at the Class IIA Curup Correctional Institution. The number of samples in this study were 84 people, which were determined using the total sampling technique. Before the main questionnaire was distributed, validity and reliability tests were carried out first on 30 different respondents, namely employees at agencies that were not the main location of the research, in order to avoid bias and improve the quality of the instrument. The validity and reliability test process aims to ensure that the question items in the questionnaire are able to measure constructs precisely and consistently.

The validity and reliability test analysis was carried out using the help of IBM SPSS software version 27. For the validity test, correlation analysis was used, with the basis for decision making based on the comparison of the value of r count against r table. With 84 respondents and a significance level of 5%, the r table value is 0.213. Statements are considered valid if the value of r count $>$ r table. While the reliability test was carried out

using the Cronbach's Alpha method, where the instrument was declared reliable if the α value > 0.6 . The test results show that all instrument items in both the role stress and organizational commitment variables meet the validity and reliability criteria, so they are suitable for use in the main data collection of this study.

Validity Test

From the r-table, the number 0.213 was obtained. The results of the Validity Test using the SPSS program are processed and presented in the following table.

Table 1
Validity Test of Variable X

No	R Count	R Table	Description
X_1	0,545	0,213	Valid
X_2	0,408	0,213	Valid
X_3	0,374	0,213	Valid
X_4	0,495	0,213	Valid
X_5	0,462	0,213	Valid
X_6	0,458	0,213	Valid
X_7	0,527	0,213	Valid
X_8	0,546	0,213	Valid
X_9	0,673	0,213	Valid

Source: SPSS Primary Data (processed by the author), 2025

From the Table 1, it is concluded that all statement items for Variable X (Role Stress) are valid because the r-count for all items is greater than the r-table.

Table 2
Validity Test of Variable Y

No	R Count	R Table	Description
Y_1	0,459	0,213	Valid
Y_2	0,504	0,213	Valid
Y_3	0,539	0,213	Valid
Y_4	0,488	0,213	Valid
Y_5	0,410	0,213	Valid
Y_6	0,418	0,213	Valid
Y_7	0,564	0,213	Valid
Y_8	0,481	0,213	Valid
Y_9	0,533	0,213	Valid

Source: SPSS Primary Data (processed by the author), 2025

From the Table 2, it is concluded that all statement items for variable Y are valid, because the r-count for all items is greater than the r-table.

Reliability Test

By using the SPSS program, the following data was obtained:

Table 3
Reliability Test Results

<i>Reliability Statistic</i>		
Variable	Cronbach's Alpha	N of Items
Role Stress	0,622	9
Organizational Commitment	0,822	9

Source: SPSS Primary Data (processed by the author), 2025

Based on the table 3:

- a. Obtained a number $0.711 > 0.6$, thus it can be concluded that all items on the Role Stress variable (X) are reliable.
- b. Obtained a number $0.778 > 0.6$, thus it can be concluded that all items on the Organizational Commitment variable (Y) are reliable.

Normality Test

The normality test is carried out to determine whether the sample data is normally distributed, which is a requirement in the regression test. This study uses the One Sample Kolmogorov-Smirnov Test through IBM SPSS 25 software with a significance level of 5% ($\alpha = 0.05$). Data is considered normally distributed if the Asymp. Sig. (2-tailed) > 0.05 , and abnormal if < 0.05 . The test results are presented in the following table.

Table 4
Normality Test Results

<i>One-Sample Kolmogorov-Smirnov Test</i>		
		Unstandardized Residual
N		84
Normal ^a	Mean	0,0000000
Parameters ^b	Std. Deviation	0,67177630
Most Extreme Differences	Absolute	0,052
	Positive	0,043
	Negative	-0,052
Test Statistic		0,052
Asymp. Sig. (2-tailed) ^c		,200d
Monte Carlo Sig. (2-tailed) ^e	Sig.	0,841
	99% Lower Bound	0,832
	Confidence Upper Bound	0,851
	Interval	Bound

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 299883525.

Source: SPSS Primary Data (processed by the author), 2025

Based on the normality table, the significance value of the normality test is $0.069 > 0.05$, so the data is declared normally distributed and can be used for further analysis.

Simple Linear Regression Test

Regression tests are used to analyze the relationship between two or more variables. This study uses simple linear regression to determine the effect of role stress (X) on organizational commitment (Y). The test results are displayed as follows.

Table 5
Simple Linear Regression Test Results

Model	<i>Coefficients^a</i>				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	27,442	1,054		26,031	0,000
1 xTotal	-0,302	0,025	-0,800	-12,069	0,000

a. Dependent Variable: ytotal

Source: SPSS Primary Data (processed by the author), 2025

Based on the Simple Linear Regression Test Results Table, a simple linear regression equation is obtained: where X is role stress and Y is organizational commitment. The positive regression coefficient value (0.553) indicates a unidirectional relationship: every one unit increase in role stress will increase organizational commitment by 0.553. This means that the higher the role stress, the higher the organizational commitment of employees at Class IIA Curup Correctional Facility.

Significance Test

The significance test aims to determine whether role stress affects organizational commitment. With a significance level of 5% (0.05), the result <0.05 indicates H_0 is rejected and H_a is accepted. In this study, H_0 states that there is no effect of role stress on organizational commitment of employees at Class IIA Curup Correctional Facility, while H_a states that there is an effect. This test is used to test the truth of the hypothesis.

Table 5
Significance Test Results

Model	Sum of Squares	df	<i>ANOVA^a</i>		
			Mean Square	F	Sig.
Regression	66,536	1	66,536	145,662	,000 ^b
Residual	37,457	82	0,457		
1 Total	103,993	83			

a. Dependent Variable: ytotal1

b. Predictors: (Constant), xTotal1

Source: SPSS Primary Data (processed by the author), 2025

Based on the Significance Test Results Table, the significance value of $0.000 < 0.05$ indicates that H_0 is rejected and H_a is accepted. This means that there is a significant influence between role stress on employee organizational commitment in Class IIA Curup Correctional Institution.

Determination Test

Determination test is conducted to measure how much influence role stress as an independent variable has on organizational commitment as the dependent variable. The test results are shown in the following table.

Table 6
Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,800 ^a	0,640	0,635	0,67586

a. Predictors: (Constant), xTotal

b. Dependent Variable: ytotal

Source: SPSS Primary Data (processed by the author), 2025

Based on the Determination Test Results Table, the correlation coefficient (R) value of 0.531 shows a fairly strong positive relationship between role stress and organizational commitment. The R square value of 0.282 means that role stress has an effect of 28.2% on organizational commitment, while the remaining 71.8% is influenced by other variables outside this study.

CONCLUSIONS AND SUGGESTIONS

Based on the results of research on 84 employees at the Class IIA Curup Correctional Institution, it can be concluded that role stress, which consists of three main dimensions, namely role ambiguity, role conflict, and role overload, has a significant influence on employee organizational commitment. Among the three dimensions, role ambiguity is the most dominant factor influencing role stress. The lack of clarity of tasks, lack of information related to work expectations, and weak internal communication are the main causes of role ambiguity which has an impact on decreasing self-confidence, certainty in carrying out tasks, and employee involvement in the organization. In addition, the research shows that most employees have a moderate level of organizational commitment, which reflects an attachment that is not fully emotional or based on high moral responsibility.

Among the dimensions of organizational commitment, normative commitment is the most dominant, which indicates that a sense of loyalty and moral responsibility is still the main driver in maintaining employees' relationship with the organization, especially in a bureaucratic structure such as corrections. Other factors that contribute to the emergence of role stress include inequality in the distribution of employees, uneven workload between sections, and the dominance of high school educational background among employees. Employees in the productive age range (27-36 years old) also showed a tendency to experience moderate stress, which is most likely caused by the high demands of the job that have not been proportional to their work experience. Overall, these findings suggest that suboptimal human resource management is the main cause of declining organizational commitment. Therefore, it is important for institutions to refer to formal policies such as Law Number 22 of 2022 concerning Corrections and Permenkumham Number 8 of 2024 concerning the Implementation of Security and Order, which emphasize the importance of role clarity, fair distribution of work, and improving officer welfare in an effort to create a healthy and sustainable work environment.

Based on the findings, there are several strategic suggestions that can be implemented by the Class IIA Curup Correctional Institution to reduce role stress while increasing employee organizational commitment. First, it is necessary to increase role clarity through the preparation of Standard Operating Procedures (SOPs) that are more

detailed and easy to understand, conduct regular job training, and strengthen two-way communication between leaders and staff. This step is believed to be effective in reducing the level of role ambiguity and helping employees understand their responsibilities more systematically. Second, it is important for management to equalize the workload and distribution of human resources between sections. This can be done through actual workload analysis, so that the placement of employees becomes more proportional and efficient, especially in work units with high loads such as security and coaching sections. If necessary, the institution also needs to propose additional employee formations to the Ministry of Law and Human Rights to prevent prolonged role overload. Third, the organization needs to strengthen work culture and loyalty through value internalization programs, such as mental coaching, fair and transparent rewards, and recognition of employee contributions. This is expected to increase normative commitment and foster a sense of belonging and moral responsibility to the organization. Fourth, given that the majority of employees have a high school education, competency development is an important aspect that must be considered. The prison is advised to provide regular technical training, scholarship-based formal education, as well as stress management and legal skills training, so that employees are able to adapt to evolving work demands.

Finally, psychosocial support also needs to be provided, for example through employee counseling services or internal psychological guidance, as an effort to maintain employees' mental health and emotional balance. The implementation of this support reflects the organization's commitment to building a work environment that is not only productive, but also cares about the welfare of its employees holistically.

REFERENCES

- Addae, H. M., Parboteeah, K. P., & Velinor, N. (2008). Role stressors and organizational commitment: Public sector employment in St. Lucia. *International Journal of Manpower*, 29 (6), 567-582. <https://doi.org/10.1108/01437720810904220>
- Allen, N. J., & Meyer, J. P. (1990). *The measurement and antecedents of affective, continuance and normative commitment to the organization.*. 1-18.
- Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior*, 49 (3), 252-276. <https://doi.org/10.1006/jvbe.1996.0043>
- Antón, C. (2009). The impact of role stress on workers' behavior through job satisfaction and organizational commitment. *International Journal of Psychology*, 44 (3), 187-194. <https://doi.org/10.1080/00207590701700511>
- Atif, T., Ahmed Z., S., & Farhan, S. (2020). Influence of Occupational Stress (Occupational Role Stress) on Organizational Commitment: Evidence from the Banking Sector of Karachi. *Asian Journal of Social Sciences and Management Studies*, 7 (4), 271-279. <https://doi.org/10.20448/journal.500.2020.74.271.279>
- Bagaskara, S., & Akmal, S. Z. (2020). *Statistical Analysis Using JASP: A Guidebook for Students Driving feedback View project Career Adaptability in Young Adults View project.* May.
- Boon, & Arumugam. (2016). TQM practices and affective commitment: a case of Malaysian semiconductor packaging organizations Boon,. *Munich Personal RePEc Archive*, 10864
- Chang, E. M., Hancock, K. M., Johnson, A., Daly, J., & Jackson, D. (2005). Role stress in nurses: Review of related factors and strategies for moving forward. *Nursing and Health Sciences*, 7 (1), 57-65. <https://doi.org/10.1111/j.1442-2018.2005.00221.x>
- Chen, Y. M., Chen, S. H., Tsai, C. Y., & Lo, L. Y. (2007). Role stress and job satisfaction for

- nurse specialists. *Journal of Advanced Nursing*, 59(5), 497-509. <https://doi.org/10.1111/j.1365-2648.2007.04339.x>
- Cohen, A. (1993). Basic and applied social psychology age and tenure in relation to organizational commitment: A meta-analysis. *Basic and Applied Social Psychology*, 14 (2), 143-159. <https://doi.org/10.1207/s15324834basp1402>
- Cresswell. (2018). *Research Design-Qualitative, Quantitative, and Mixed Methods Approaches.pdf*.
- Douglas N. Behrman, & William D. Perreault, J. (1984). A Role Stress Model of the Performance and Satisfaction of Industrial Salespersons. *Journal of Marketing*, 49 (Fall), 9-21.
- Hanushek, E. A., & Kimko, D. D. (2000). Schooling, labor-force quality, and the growth of nations. *American Economic Review*, 90 (5), 1184-1208. <https://doi.org/10.1257/aer.90.5.1184>
- Hrebiniak, L. G., & Alutto, J. A. (1972). Personal and Role-Related Factors in the Development of Organizational Commitment. *Administrative Science Quarterly*, 17 (4), 555. <https://doi.org/10.2307/2393833>
- Jaros, S. J. (1997). An assessment of Meyer and Allen's (1991) three-component model of organizational commitment and turnover intentions. *Journal of Vocational Behavior*, 51 (3), 319-337. <https://doi.org/10.1006/jvbe.1995.1553>
- Jaya, I. M. L. M. (2020). *Qualitative and Quantitative Research Methods* (p. 195).
- John P Meyer, A. N. J., & Behavior, O. (n.d.). *Sage Academic Books Commitment in the Workplace: Theory, Research, and Application*.
- Kahn, R. L. (1964). *Organizational Stress: Studies in Role Conflict and Ambiguity*. Luthans, F. (2020). *Organizational Behaviour-An Evidence Based Approach.pdf*.
- Mathieu, J. E., & Zajac, D. M. (1990). A Review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108 (2), 171-194. <https://doi.org/10.1037/0033-2909.108.2.171>
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61 (1), 20-52. <https://doi.org/10.1006/jvbe.2001.1842>
- Mooney, J. D. (1939). *III By Vice President, General Motors Corporation III*.
- Morrisette, A. M., & Kisamore, J. L. (2020). A Meta-Analysis of the Relationship between Role Stress and Organizational Commitment: the Moderating Effects of Occupational Type and Culture. *Occupational Health Science*, 4 (1-2), 23-42. <https://doi.org/10.1007/s41542-020-00062-5>
- Nasirpouri, S., F., & Biro, D. (2021). Understanding Employee Information Security Policy Compliance from Role Theory Perspective. *Journal of Computer Information Systems*, 61 (6), 571-580. <https://doi.org/10.1080/08874417.2020.1845584>
- Newton, T. J., & Keenan, A. (1987). Role stress reexamined: An investigation of role stress predictors. *Organizational Behavior and Human Decision Processes*, 40 (3), 346-368. [https://doi.org/10.1016/0749-5978\(87\)90021-5](https://doi.org/10.1016/0749-5978(87)90021-5)
- Regulation of the Minister of Law and Human Rights (PERMENKUMHAM) No. 8 of 2024 concerning the Implementation of Security and Order in Correctional Work Units*
- Law No. 22 of 2022 on Corrections*
- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59 (5), 603-609. <https://doi.org/10.1037/h0037335>
- Robbins, S. P. (2005). *Essentials of organizational behavior*.

- <http://www.theeuropeanlibrary.org/tel4/record/3000089783526>
- Singh, S. (2023). Impact of Role Ambiguity and Role Conflict on Organizational Commitment of Managers. *African Journal of Business Management*, 4(6), 869–881.
- Siu, O. L. (2002). Occupational stressors and well-being among Chinese employees: The role of organizational commitment. *Applied Psychology*, 51 (4), 527-544.
<https://doi.org/10.1111/1464-0597.t01-1-00106>
- Steiner, B., & Wooldredge, J. (2015). Individual and Environmental Sources of Work Stress Among Prison Officers. *Criminal Justice and Behavior*, 42(8), 800-818.
<https://doi.org/10.1177/0093854814564463>
- Taft, S. A. (2023). Music Teacher Role Stress: A Structural Equation Model. *Journal of Research in Music Education*, 71 (3), 264-282.
<https://doi.org/10.1177/00224294221134538>
- Tarafdar, M., Tu, Q., Ragu-Nathan, B. S., & Ragu-Nathan, T. S. (2007). The impact of technostress on role stress and productivity. *Journal of Management Information Systems*, 24 (1), 301-328. <https://doi.org/10.2753/MIS0742-1222240109>
- Ul Hassan, F. S., Karim, W., Shah, H. A., & Khan, N. U. (2023). Role stress and organizational commitment in the service industry: a moderated mediation model of job burnout and transformational leadership. *Journal of Management Development*, 42 (3), 165- 182. <https://doi.org/10.1108/JMD-10-2021-0292>
- Widarni. E. L and Irawan. C. (2021). role stress on organizational commitment. *Физиология Человека*, 47 (4), 124-134.
<https://doi.org/10.31857/s013116462104007x>