The Influence of Spirituality in the Workplace, Personality, and Organizational Commitment of Employees on the Mental Well-Being of Employees at the East Java I Regional Tax Office

Agung Mulyo Harjo[1], Purwanto[2], Sri Rahayu[3]

[1,2,3] Magister management, STIE Mahardhika, Surabaya, Indonesia

Article Information	ABSTRACT
  Corresponding Author: Agung Mulyo Harjo, Magister Management, STIE Mahardhika, Surabaya, Indonesia. Email: agungmulyoharjo@gmail.com purwanto.dosen@stiemahardhika.ac.id,[2] rahayu.mahardhika@gmail.com[3]	This study examines the influence of workplace spirituality, personality, and organizational commitment on employee mental well-being at the East Java I Regional Tax Office. Using a quantitative approach with a causal associative design, this research involved a census of 180 employees. Data were collected through structured questionnaires measured on a five-point Likert scale and analyzed using multiple linear regression with SPSS version 20. Workplace spirituality was measured through meaningful work, sense of community, and value alignment; personality was assessed based on the Big Five dimensions; organizational commitment comprised affective, continuance, and normative components; and mental well-being encompassed emotional, psychological, and social well-being. The results indicate that workplace spirituality, personality, and organizational commitment each have a positive and significant effect on employee mental well-being. Simultaneously, all independent variables significantly influence mental well-being, demonstrating strong explanatory power of the proposed model. This study extends prior research by integrating these psychological and organizational factors within a Positive Organizational Behavior framework in a high-pressure public tax institution context. The findings offer practical implications for public sector management, particularly in designing workplace spirituality initiatives, strengthening affective commitment, and supporting employees' psychological resilience to sustain mental well-being in demanding organizational environments. **Keywords:** workplace spirituality; personality; organizational commitment; employee mental well-being; public sector

1. INTRODUCTION

In the context of modern organizations, human resources are positioned as a strategic factor that determines the success of an organization, including in the public sector. The pressures of globalization, the acceleration of digital transformation, and increasingly high performance demands place employees in complex and dynamic working conditions. This situation requires

human resource management that not only focuses on technical competencies but also pays attention to mental well-being as the foundation for organizational performance sustainability.

Mental well-being in the workplace plays an important role in shaping employee performance, productivity, and loyalty. Employees who are mentally healthy tend to show higher work engagement, better decision-making, and strong adaptability to change. Conversely, prolonged psychological pressure has the potential to decrease performance and increase the risk of emotional exhaustion. Pangarso and Susanti (2023) show that chronic work stress and value conflicts within organizations contribute significantly to a decline in employee loyalty and performance, so mental well-being needs to be understood as the result of interactions between individuals and organizational systems.

The issue of mental well-being is becoming increasingly relevant in public institutions with high levels of work pressure, such as the Directorate General of Taxes (DGT). As an institution that plays a strategic role in collecting state revenue, the DGT faces high performance demands, ongoing bureaucratic reforms, and strong public expectations. These conditions create significant psychological pressure for employees, especially in work units that deal directly with revenue targets and public scrutiny.

Various empirical findings show that the mental well-being of civil servants still faces serious challenges. Data from the State Civil Service Agency (2022) reveals that most civil servants experience moderate to high levels of work stress due to administrative burdens and performance target pressures. Rahmawati et al. (2023) also found that employees in fiscal agencies have higher levels of emotional exhaustion compared to other public sectors. These findings indicate that the mental well-being of employees in the taxation environment is a crucial issue that requires academic and practical attention.

In addition to workplace factors, internal individual aspects also play a role in shaping employee mental well-being. Spirituality in the workplace, personality, and organizational commitment are psychological factors that have the potential to strengthen employees' mental resilience in facing work pressures. Research by Milliman et al. (2019) shows that spirituality in the workplace contributes positively to psychological well-being through the creation of meaning and purpose at work. Meanwhile, certain personality characteristics influence an individual's ability to manage stress and adapt to work demands (Judge & Zapata, 2017). On the other hand, organizational commitment serves as an emotional buffer that fosters a sense of belonging and reduces the risk of mental fatigue (Chinomona & Dhurup, 2021).

However, previous research findings have shown inconsistent results. Sumampouw et al. (2022) found that spirituality in the workplace does not always have a significant effect on employee well-being, especially in formal bureaucratic environments. This inconsistency indicates the role of contextual factors, such as public organizational culture and job characteristics, which can influence the relationship between spirituality, personality, organizational commitment, and employee mental well-being.

However, despite the growing body of literature on employee mental well-being, several research gaps remain. Most empirical studies examining workplace spirituality and personality as determinants of mental well-being have predominantly focused on private sector organizations or work settings characterized by relatively flexible structures. In contrast, limited attention has been given to highly bureaucratic public institutions with strict performance targets, formal procedures, and intense public accountability, such as tax authorities.

In the context of taxation institutions, employees are exposed to high workload demands, continuous reform pressures, and elevated stress risks, which may alter how psychological and organizational factors function in shaping mental well-being. Workplace spirituality may not operate merely as a personal belief system but rather as a source of meaning that helps employees cope with ethical pressure, public scrutiny, and performance demands. Similarly, personality traits

play a critical role in determining individual resilience under sustained bureaucratic stress, while organizational commitment may serve as an emotional anchor that buffers psychological strain and enhances psychological stability.

Therefore, empirical investigation that simultaneously integrates workplace spirituality, personality, and organizational commitment within a Positive Organizational Behavior framework in a public tax institution context remains limited. Addressing this gap, the present study focuses on employees of the East Java I Regional Tax Office to provide context-specific insights into the psychological mechanisms that support employee mental well-being in high-pressure public sector environments.

Based on empirical phenomena and research gaps, this study aims to analyze the influence of spirituality in the workplace, personality, and organizational commitment on the mental well-being of employees at the East Java I Regional Tax OfficeGeneral of Taxes. This study is expected to contribute theoretically to enriching the study of mental well-being in the public sector and provide practical implications for the formulation of human resource management policies oriented towards mental health and meaningful work values.

2. LITERATURE REVIEW
Grand Theory: Positive Organizational Behavior (POB)

Positive Organizational Behavior (POB) emphasizes the role of positive psychological capacity in improving individual well-being and performance in the workplace. In this perspective, mental well-being is understood as an optimal condition characterized by meaningful work, emotional stability, and healthy interpersonal relationships, rather than merely the absence of stress (Luthans & Youssef, 2007).

Spirituality in the workplace represents the dimension of meaning and purpose in work that promotes inner peace and helps individuals deal with work pressures positively. Personality reflects an individual's internal foundation for managing stress and maintaining psychological balance, where certain characteristics contribute to emotional stability and mental resilience (Judge & Zapata, 2017). Meanwhile, organizational commitment indicates an individual's emotional attachment to the organization, which strengthens their sense of belonging and supports mental health through positive work relationships (Nelson & Cooper, 2007).

Within the Positive Organizational Behavior framework, these three constructs—workplace spirituality, personality, and organizational commitment—are viewed as complementary psychological resources rather than isolated factors. POB assumes that employee mental well-being emerges from the interaction between meaningful work experiences, individual psychological traits, and positive emotional attachment to the organization. Therefore, examining these variables simultaneously provides a more holistic explanation of employee mental well-being, particularly in demanding organizational contexts.

Based on the POB framework, this study positions spirituality in the workplace, personality, and organizational commitment as sources of positive psychological strength that influence employee mental well-being. This approach is used to explain the mental well-being of employees at the East Java I Regional Tax OfficeGeneral of Taxes in facing work pressure and the dynamics of public sector bureaucracy.

Spirituality in the Workplace

Spirituality in the workplace refers to an individual's experience of finding meaning, purpose, and personal value through their work, which transcends a purely material orientation (Ashmos & Duchon, 2000). This concept emphasizes the connection between personal values, work, and the work environment, thereby promoting a sense of authenticity, caring, and more meaningful work relationships (Duchon & Plowman, 2005; Milliman et al., 2019).

From the perspective of Positive Organizational Behavior, spirituality in the workplace is viewed as a positive psychological force that helps individuals maintain emotional balance, increase

resilience to work pressure, and support mental well-being (Luthans & Youssef, 2017). Thus, spirituality plays an important role in creating psychologically healthy working conditions, especially in the context of public organizations with high work demands.

In highly formal and performance-driven public institutions, workplace spirituality functions not merely as a personal belief system, but as an organizational resource that enables employees to find meaning amid bureaucratic routines, ethical pressure, and public accountability. By fostering a sense of purpose and value alignment, workplace spirituality helps employees reinterpret job demands in a more positive and psychologically sustainable manner.

Personality

Personality is defined as a pattern of psychological characteristics that influence how individuals think, feel, and act in response to their environment, including in the workplace (Robbins & Judge, 2019). One of the most widely used frameworks is the Big Five Personality Traits, which include openness to experience, conscientiousness, extroversion, agreeableness, and emotional stability, each of which shapes an individual's behavior patterns and adaptability in a professional context (McCrae & Costa, 2008).

From the perspective of Positive Organizational Behavior, personality is seen as the internal foundation for the development of positive psychological strengths, such as resilience to stress and intrinsic motivation (Luthans & Youssef-Morgan, 2017). Individuals with high conscientiousness and low neuroticism tend to be better able to maintain emotional stability and mental well-being, especially in high-pressure work environments. Thus, personality plays an important role in shaping the mental well-being of employees, especially in public organizations that face performance demands and complex policy dynamics.

In public sector settings characterized by sustained workload and regulatory pressure, personality traits play a critical role in determining how employees perceive stressors and regulate emotional responses. Thus, personality acts as an internal psychological filter that shapes the effectiveness of other organizational resources, including workplace spirituality and organizational commitment, in supporting employee mental well-being.

Organizational Commitment

Organizational commitment is defined as the level of psychological and emotional attachment of individuals to their organization, which drives their desire to remain members of the organization and contribute to the achievement of common goals (Meyer & Allen, 1997). Meyer and Allen (1991) classify organizational commitment into three dimensions, namely affective commitment, continuance commitment, and normative commitment, which simultaneously represent an individual's emotional, rational, and moral attachment to the organization.

In the context of mental well-being, organizational commitment acts as a psychological buffer that helps individuals deal with work pressures more adaptively. Employees with high levels of commitment tend to have a greater sense of belonging, job satisfaction, and psychological resilience, enabling them to maintain emotional balance in demanding work environments (Cohen, 2018). Therefore, organizational commitment is an important factor in supporting employee mental well-being, especially in public organizations with high work pressure and performance expectations.

Within the POB perspective, organizational commitment strengthens positive emotional bonds between employees and the organization, thereby reinforcing psychological safety and emotional stability. In high-pressure public organizations, strong affective commitment may reduce feelings of alienation and emotional exhaustion, allowing employees to sustain their mental well-being over time.

Employee Mental Well-being

Mental well-being is a psychological condition that reflects an individual's ability to function optimally in emotional, psychological, and social aspects in the work environment. The World Health Organization (2020) defines mental well-being as a state in which individuals are able to realize their potential, manage stress adaptively, work productively, and contribute positively to their environment. In organizational psychology, mental well-being is understood as a combination of emotional comfort and the meaning of work as perceived by individuals (Warr, 2013).

Keyes (2002) explains that mental well-being encompasses three main dimensions, namely emotional well-being, psychological well-being, and social well-being, which together form the balance of an individual's personal and social functions.

From a Positive Organizational Behavior standpoint, employee mental well-being is not merely an individual outcome but a reflection of the quality of psychological resources embedded within both the individual and the organization. Mental well-being emerges when employees experience meaningful work (spirituality), possess adaptive psychological traits (personality), and feel emotionally connected to their organization (organizational commitment).

In the context of public organizations with high work demands, mental well-being is influenced by the interaction between individual characteristics and the work environment, including spirituality in the workplace, personality, and organizational commitment. Therefore, employee mental well-being is not only the result of personal factors but also reflects the quality of the system and values that develop within the organization.

Conceptual Framework

The analytical model in this study is derived from the theoretical review discussed in the previous chapter, which conceptually states that there is an influence between spirituality in the workplace, personality, and organizational commitment on the mental well-being of employees. Thus, based on the background of the problem and the literature review, a conceptual framework was created as shown in Figure 1 below.
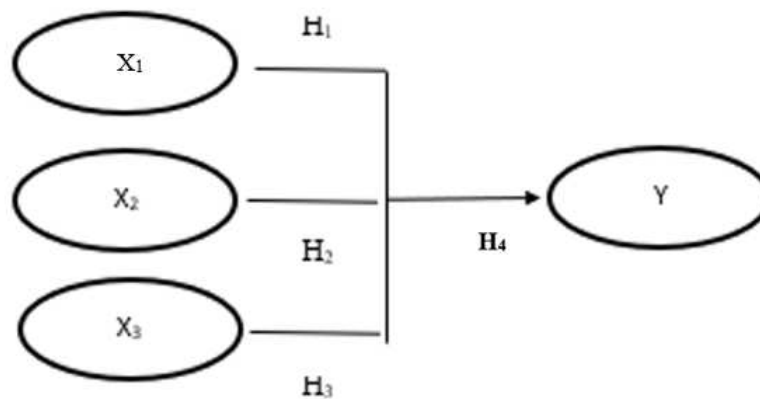
Figure 1
Conceptual Framework

Information:
X1 = spirituality in the workplace
X2 = personality
X3 = organizational commitment
Y = employee mental well-being

Hypothesis Development:
1. H1 = Spirituality in the workplace partially has a positive effect on employee mental well-being.
2. H2 = Personality partially influences employee mental well-being positively.
3. H3 = Organizational commitment partially influences employee mental well-being positively.
4. H4 = Spirituality in the workplace, personality, and organizational commitment simultaneously influence employee mental well-being.

3. RESEARCH METHOD
Research Design
This study uses a quantitative approach with a causal associative design to analyze the influence of spirituality in the workplace, personality, and organizational commitment on employee mental well-being. The independent variables in this study include work spirituality (X_1), personality (X_2), and organizational commitment (X_3), while employee mental well-being acts as the dependent variable (Y).

Population and Sample
The research population consists of all 180 employees of the East Java I Regional Tax Office. Given the relatively limited population size, this study uses a census method, whereby all members of the population are included as research respondents.

Variables and Measurement
Spirituality in the workplace is measured using six indicators that refer to the concepts of meaningful work, sense of community, and alignment of values. Personality is measured based on the five dimensions of the Big Five Personality, namely openness, conscientiousness, extraversion, agreeableness, and neuroticism. Organizational commitment is measured through three dimensions, namely affective, continuance, and normative commitment.

Employee mental well-being is measured through the dimensions of emotional, psychological, and social well-being. All variables are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

All measurement instruments used in this study were adapted from well-established scales in prior empirical research. Minor wording adjustments were made to ensure contextual relevance to the public sector and the taxation work environment, without altering the substantive meaning of the original items. The adapted instruments were reviewed to ensure clarity and suitability for respondents and subsequently subjected to validity and reliability testing. The results indicate that all measurement items demonstrate satisfactory psychometric properties, confirming that the instruments are reliable and appropriate for use in the local research context.

Data Collection and Analysis Techniques
Primary data was collected by distributing questionnaires to employees of the East Java I Regional Tax Office, while secondary data was obtained from relevant institutional documents and scientific literature. Data analysis was performed using SPSS version 20 with stages of validity and reliability testing, classical assumption testing, multiple linear regression analysis, coefficient of determination, and hypothesis testing using t-tests and F-tests at a significance level of 5%.

Research Location and Time
The research was conducted at the East Java I Regional Tax OfficeGeneral of Taxes, Surabaya. Data collection was carried out in December 2025.

4. RESULTS AND ANALYSIS

Validity Test

An indicator is considered valid if the value of r count exceeds r table and is statistically significant ($p < 0.05$). The results of the validity test indicate that all indicators of workplace spirituality, personality, organizational commitment, and employee mental well-being have r count values greater than the r table. Therefore, all measurement items used in this study are declared valid and suitable for further statistical analysis.

Table 1
Validity Test Result

Variable	Indicator	r count	r table	Remark
Workplace Spirituality (X_1)	SK1	0.731	0.1463	Valid
	SK2	0.802	0.1463	Valid
	SK3	0.798	0.1463	Valid
	SK4	0.789	0.1463	Valid
	SK5	0.841	0.1463	Valid
	SK6	0.577	0.1463	Valid
Personality (X_2)	K1	0.792	0.1463	Valid
	K2	0.823	0.1463	Valid
	K3	0.786	0.1463	Valid
	K4	0.801	0.1463	Valid
	K5	0.792	0.1463	Valid
	K6	0.720	0.1463	Valid
	K7	0.702	0.1463	Valid
	K8	0.407	0.1463	Valid
	K9	0.648	0.1463	Valid
	K10	0.152	0.1463	Valid
Organizational Commitment (X_3)	KO1	0.698	0.1463	Valid
	KO2	0.802	0.1463	Valid
	KO3	0.724	0.1463	Valid
	KO4	0.617	0.1463	Valid
	KO5	0.608	0.1463	Valid
	KO6	0.862	0.1463	Valid
	KO7	0.776	0.1463	Valid
Employee Mental Well-being (Y)	KMP1	0.842	0.1463	Valid
	KMP2	0.904	0.1463	Valid
	KMP3	0.873	0.1463	Valid
	KMP4	0.843	0.1463	Valid
	KMP5	0.856	0.1463	Valid
	KMP6	0.658	0.1463	Valid

Reliability Test

An instrument is considered reliable if the Cronbach's Alpha value exceeds 0.60, indicating acceptable internal consistency. The results of the reliability test for all research variables are presented in Table 2.

Table 2
Reliability Test Result

| Variabel	Cronbach's Alpha	Kriteria	Keterangan
Workplace Spirituality (X_1)	0.851	0,60	Reliable
Personality (X_2)	0.873	0,60	Reliable
Organizational Commitment (X_3)	0.844	0,60	Reliable
Employee Mental Well-being (Y)	0.911	0,60	Reliable

The results indicate that all variables demonstrate strong internal consistency, with Cronbach's Alpha values ranging from 0.844 to 0.911, which exceed the minimum acceptable threshold of 0.70. The Employee Mental Well-being variable shows the highest reliability coefficient, suggesting a very high level of consistency among its indicators.

These findings confirm that the measurement instruments used in this study are reliable and stable, and therefore suitable for further statistical analysis, including regression and hypothesis testing.

Normality test

In this study, the normality of residuals was evaluated using a graphical approach, namely the Histogram and Normal Probability Plot (P–P Plot). The data are considered to be normally distributed if the residuals form a bell-shaped curve in the histogram and the points in the P–P Plot spread closely around the diagonal line.

Based on the normality test results, the residuals are visually distributed symmetrically and follow the diagonal line, indicating that the regression model satisfies the normality assumption. Therefore, the data are appropriate for further regression analysis.
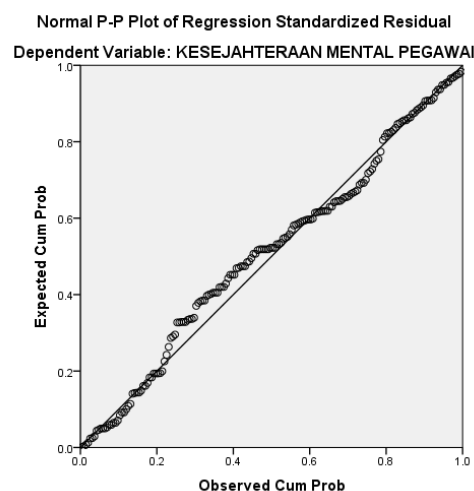
Figure 2
Normality Test Chart

Multicollinearity Test

The multicollinearity test was conducted to determine whether there is a high correlation among the independent variables in the regression model. Multicollinearity can distort the estimation of regression coefficients and weaken the statistical validity of the model.

This study assessed multicollinearity using Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity problems if the tolerance value is greater than 0.10 and the VIF value is less than 10.

Tabel 3
Multicollinearity Test Result

Independent Variable	Tolerance	VIF	Interpretation
Workplace Spirituality (X_1)	0.810	1.234	No Multicollinearity
Personality (X_2)	0.842	1.188	No Multicollinearity
Organizational Commitment (X_3)	0.869	1.150	No Multicollinearity

The results presented in Table 3 show that all independent variables have tolerance values above 0.10 and VIF values well below 10. This indicates that there is no strong linear correlation among the independent variables in the regression model.
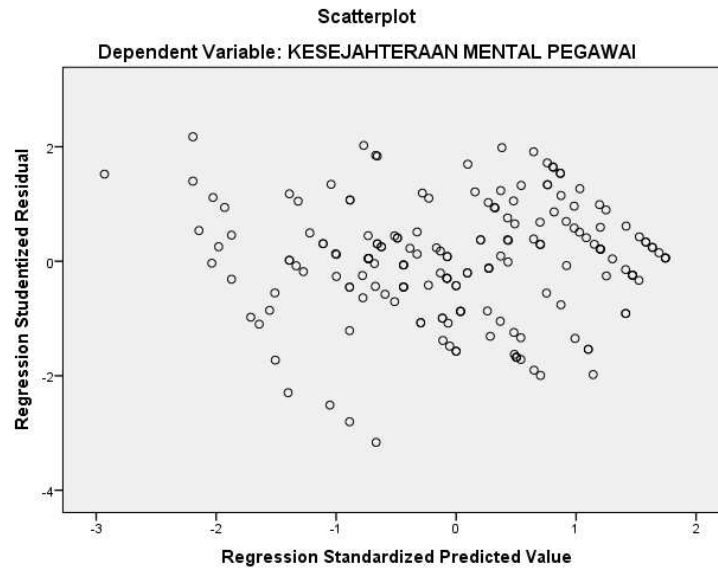
Therefore, it can be concluded that the regression model is free from multicollinearity issues, and each independent variable independently contributes to explaining variations in employee mental well-being. The analysis can thus be continued to the next classical assumption test.

Heteroscedasticity Test

We did the heteroscedasticity test to see if the variance of the residuals stays the same at all levels of the independent variables. If the residual variance changes in a systematic way, a regression model is said to have heteroscedasticity. This might make the estimation results less accurate.

In this work, heteroscedasticity was evaluated by a scatterplot of standardized residuals against standardized predicted values. If the residuals are randomly spread out and don't make an obvious or systematic pattern, such a funnel shape or wave pattern, then the model is called free of heteroscedasticity.

The scatterplot analysis shows that the residuals are spread out arbitrarily above and below the zero line and don't display any clear pattern. This shows that the regression model fits the assumption of homoscedasticity.

Figure 3
Heteroscedasticity Test Chart

The random distribution of residuals in the scatterplot suggests that the variance of the residuals is constant across observations. Therefore, it can be concluded that the regression model does not suffer from heteroscedasticity and is suitable for further analysis, particularly multiple linear regression and hypothesis testing.

Multiple Linear Regression Analysis

Multiple linear regression analysis was conducted to examine the effect of workplace spirituality, personality, and organizational commitment on employee mental well-being. The regression results are presented in Table 4

Table 4
Multiple Linear Regression Analysis

Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t-value	Sig.
(Constant)	-13.875	1.692		-8.203	0.000
Workplace Spirituality (X_1)	0.490	0.046	0.449	10.563	0.000
Personality (X_2)	0.238	0.035	0.285	6.830	0.000
Organizational Commitment (X_3)	0.490	0.048	0.421	10.259	0.000

Interpretation of Regression Results

The regression analysis shows that all independent variables have positive and statistically significant effects on employee mental well-being ($p < 0.05$).

1) Workplace Spirituality (X_1) has the strongest standardized effect ($\beta = 0.449$), indicating that meaning, shared values, and spiritual fulfillment in the workplace play a crucial role in enhancing employees' mental well-being.

2) Organizational Commitment (X_3) also demonstrates a strong positive influence ($\beta = 0.421$), suggesting that emotional attachment and loyalty to the organization significantly contribute to better mental health.

3) Personality (X_2) has a positive and significant effect ($\beta = 0.285$), confirming that individual psychological traits support employees' ability to maintain mental well-being under work pressure.

These results indicate that both organizational factors and individual characteristics are important determinants of employee mental well-being.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) is used to measure the proportion of variance in the dependent variable that can be explained by the independent variables included in the regression model. A higher R^2 value indicates stronger explanatory power of the model. The results of the coefficient of determination analysis are presented in Table 5.

Tabel 5
Coefficient of Determination Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.861	0.742	0.737	2.638

Dependent Variable: Employee Mental Well-being
Predictors: Workplace Spirituality, Personality, Organizational Commitment

The results show that the R Square value is 0.742, indicating that 74.2% of the variance in employee mental well-being can be explained by workplace spirituality, personality, and organizational commitment. The remaining 25.8% is influenced by other factors not included in this research model.

The Adjusted R Square value of 0.737 confirms that the regression model maintains strong explanatory power after adjusting for the number of independent variables. This finding suggests that the proposed model has a high level of goodness of fit and is effective in explaining employee mental well-being within the context of the East Java I Regional Office of the Directorate General of Taxes.

T-test (Partial Effects)

The t-test was conducted to examine the partial effect of each independent variable—workplace spirituality, personality, and organizational commitment—on employee mental well-being. The test evaluates whether each independent variable significantly influences the dependent variable when other variables are held constant. A variable is considered to have a significant partial effect if the significance value (Sig.) is less than 0.05.

Tabel 6
T-Test Result

Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t-value	Sig.
(Constant)	-13.875	1.692		-8.203	0.000
Workplace Spirituality (X_1)	0.490	0.046	0.449	10.563	0.000
Personality (X_2)	0.238	0.035	0.285	6.830	0.000
Organizational Commitment (X_3)	0.490	0.048	0.421	10.259	0.000

Overall, the t-test findings confirm that each independent variable independently contributes to explaining variations in employee mental well-being, thereby supporting the proposed hypotheses.

F-test (Simultaneous Effects)

The F-test was conducted to examine whether workplace spirituality, personality, and organizational commitment simultaneously have a significant effect on employee mental well-being. This test evaluates the overall feasibility of the regression model. The regression model is considered statistically significant if the significance value (Sig.) is less than 0.05.

Table 7
F Test Result

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	3518.040	3	1172.680	168.550	0.000
Residual	1224.510	176	6.957		
Total	4742.550	179			

Dependent Variable: Employee Mental Well-being
Predictors: Workplace Spirituality, Personality, Organizational Commitment

The F-test results show an F-value of 168.550 with a significance level of 0.000, which is lower than the threshold of 0.05. This indicates that the regression model is statistically significant. Therefore, it can be concluded that workplace spirituality, personality, and organizational commitment simultaneously have a significant effect on employee mental well-being. These findings confirm that the proposed regression model is appropriate and capable of explaining variations in employee mental well-being in the research context.

Discussion
The Effect of Workplace Spirituality on Employee Mental Well-being

The results of this study indicate that workplace spirituality has a positive and significant effect on employee mental well-being. This finding supports the Positive Organizational Behavior (POB) perspective, which emphasizes the role of positive psychological resources in enhancing employees' psychological functioning and well-being.

Workplace spirituality reflects employees' experiences of meaningful work, shared values, and a sense of purpose, which foster inner peace and psychological resilience. Within the POB framework, such positive psychological states strengthen employees' capacity to cope with work pressure and emotional demands. When employees perceive their work as meaningful and aligned with their personal values, they are more likely to experience emotional balance and psychological stability.

This finding is consistent with previous empirical studies. Milliman, Gatling, and Kim (2018) found that workplace spirituality significantly enhances employee well-being and reduces emotional exhaustion. Similarly, Van der Walt and De Klerk (2014) demonstrated that spirituality in the workplace contributes positively to psychological well-being by fostering a sense of purpose and connectedness. In the public sector context, where bureaucratic pressure and performance demands are high, workplace spirituality serves as an important psychological resource that supports employees' mental health.

The Effect of Personality on Employee Mental Well-being

The results also show that personality has a positive and significant effect on employee mental well-being. This finding aligns with the POB framework, which recognizes individual psychological traits as foundational resources for developing positive work attitudes and emotional resilience.

Personality traits—particularly emotional stability, conscientiousness, and openness—play a crucial role in shaping how employees perceive stress and respond to work demands. Employees with positive personality characteristics tend to manage stress more effectively, maintain emotional balance, and adapt more easily to organizational challenges. From a POB perspective, personality functions as an internal psychological asset that supports sustained mental well-being.

This result is supported by prior research. Judge, Rodell, Klinger, Simon, and Crawford (2013) found that personality traits, especially emotional stability, are strongly associated with psychological well-being and job-related affect. Anglim, Horwood, Smillie, Marrero, and Wood (2020) also confirmed that personality traits significantly predict mental well-being across various occupational settings. These findings reinforce the importance of considering individual psychological characteristics when addressing employee mental well-being.

The Effect of Organizational Commitment on Employee Mental Well-being

The findings further reveal that organizational commitment has a positive and significant effect on employee mental well-being. This result supports the POB view that positive work attitudes and emotional attachment to the organization function as psychological buffers against stress and emotional fatigue.

Employees with strong organizational commitment tend to experience a sense of belonging, emotional security, and purpose within the organization. These conditions enhance psychological comfort and reduce feelings of uncertainty or emotional strain. In line with POB, organizational commitment strengthens employees' positive psychological states, enabling them to sustain mental well-being even in demanding work environments.

This finding is consistent with earlier studies. Meyer, Stanley, Herscovitch, and Topolnytsky (2002) found that organizational commitment is positively related to psychological well-being and job satisfaction. More recent evidence from Chinomona and Dhurup (2021) confirms that affective commitment significantly improves employee well-being by fostering emotional attachment and positive work experiences.

Simultaneous Effect of Workplace Spirituality, Personality, and Organizational Commitment on Employee Mental Well-being

In addition to the partial effects, the results demonstrate that workplace spirituality, personality, and organizational commitment simultaneously have a significant effect on employee mental well-being. This finding indicates that employee mental well-being is not shaped by a single factor but by the interaction of organizational and individual psychological resources.

From the Positive Organizational Behavior perspective, mental well-being emerges from the synergy between meaningful work environments (workplace spirituality), internal psychological traits (personality), and positive work attitudes (organizational commitment). The strong coefficient of determination (R^2) obtained in this study further confirms that these factors collectively provide a comprehensive explanation of employee mental well-being.

This result is in line with Luthans and Youssef-Morgan (2017), who emphasized that sustainable employee well-being requires an integrated approach that combines individual psychological capital with supportive organizational conditions. Therefore, improving employee mental well-being in public sector organizations requires simultaneous attention to individual development and organizational values.

Managerial Implications

Based on the findings of this study, several managerial implications can be proposed for public sector organizations, particularly the Directorate General of Taxes and similar high-pressure government institutions. The positive and significant influence of workplace spirituality on employee mental well-being suggests that management should move beyond purely technical performance management and actively foster a work environment that emphasizes meaning, shared values, and a sense of purpose. Practical initiatives may include regular reflective or value-based briefings, ethical leadership communication, and programs that encourage employees to connect their daily tasks with broader organizational and societal missions.

In addition, the significant role of personality in shaping mental well-being indicates the importance of recognizing individual psychological differences among employees. Management may consider integrating personality-awareness approaches into human resource development programs, such as stress management training, emotional regulation workshops, or adaptive coping skill development. These initiatives can help employees better manage work pressure and sustain psychological resilience, especially in environments characterized by high workload and strict performance targets.

Furthermore, the strong effect of organizational commitment on mental well-being highlights the need for management to strengthen affective commitment among employees. Transparent communication, fair treatment, recognition of employee contributions, and participative decision-making can enhance employees' emotional attachment to the organization. In high-demand public institutions, strengthening affective commitment may function as a psychological buffer that reduces emotional exhaustion and supports long-term mental well-being.

Overall, these managerial implications emphasize that improving employee mental well-being in public sector organizations requires an integrated approach. Management should simultaneously cultivate meaningful work environments, support individual psychological capacities, and reinforce positive organizational relationships. Such an approach not only enhances employee well-being but also contributes to sustainable organizational performance and public service quality.

5. CONCLUSION

This study aimed to examine the effects of workplace spirituality, personality, and organizational commitment on employee mental well-being at the East Java I Regional Office of the Directorate General of Taxes. Based on the results of multiple linear regression analysis and hypothesis testing, several conclusions can be drawn.

First, workplace spirituality has a positive and significant effect on employee mental well-being. This finding indicates that employees who experience meaningful work, shared values, and a sense of purpose tend to have better emotional balance and psychological resilience in the workplace.

Second, personality positively and significantly influences employee mental well-being. This result suggests that individual psychological characteristics, such as emotional stability and conscientiousness, play an important role in helping employees cope with work pressure and maintain mental health.

Third, organizational commitment has a positive and significant effect on employee mental well-being. Employees who feel emotionally attached to and valued by their organization are more likely to experience higher levels of psychological comfort and well-being.

Finally, the findings demonstrate that workplace spirituality, personality, and organizational commitment simultaneously have a significant effect on employee mental well-being. This confirms that employee mental well-being is shaped by the interaction between organizational conditions and

individual psychological resources. Overall, the results support the Positive Organizational Behavior framework, emphasizing the importance of fostering positive psychological capacities and supportive organizational environments to enhance employee mental well-being.

SUGGESTIONS

Based on the conclusions of this study, several suggestions are proposed for both practical implementation and future research.

Practical Suggestions

Public sector organizations, particularly government institutions with high work demands, are encouraged to promote workplace spirituality by fostering meaningful work, shared values, and a supportive organizational culture. Programs that emphasize purpose, ethical values, and social connectedness may help improve employees' mental well-being.

Management should also pay attention to individual psychological characteristics by providing training and development programs that strengthen emotional regulation, adaptability, and stress management skills. Such initiatives can enhance employees' resilience and psychological stability.

In addition, organizations are advised to strengthen organizational commitment through fair policies, transparent communication, and recognition of employee contributions. A supportive and inclusive work environment can enhance employees' emotional attachment and improve their overall mental well-being.

Suggestions for Future Research

Future studies are recommended to include additional variables, such as leadership style, job stress, work-life balance, or psychological capital, to provide a more comprehensive understanding of factors influencing employee mental well-being.

Further research may also employ different methodological approaches, such as longitudinal or qualitative designs, to capture deeper insights into the dynamics of mental well-being over time. Expanding the research context to other public institutions or private sector organizations is also suggested to enhance the generalizability of the findings.

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