

Article

The Influence of Core Values of BER-AKHLAK, Work Facilities and Work- Life Balance on Employee Commitment with Mental Well-Being As An Intervening Variable in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province

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Abstract: This study aims to analyze the influence of core values of Morality, work facilities, and work-life balance on employee commitment, with mental well-being as a mediating variable. This study was conducted on employees in the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province using a quantitative approach. Data was collected through a questionnaire of 50 respondents and analyzed using regression tests and Sobel Test to test the mediation effect. The results of the study show that the core values of Ber-Akhlak in work, work facilities, and work-life balance have a positive and significant influence on mental well-being. In addition, mental well-being has a significant influence on employee commitment and mediates the relationship between the three independent variables and employee commitment. Work facilities provide the greatest mediation influence compared to the core values of Moral Character and Work-Life Balance, emphasizing the importance of the role of leaders in supporting the mental welfare of employees in carrying out their work. This finding gives implications that the Administrative Bureau of the Leadership of the Regional Secretariat of East Java Province can increase employee commitment by implementing the core value policy of Ber-Akhlak, supporting work-life balance, and strengthening work facilities. This research also contributes to the human resource management literature by offering a new perspective in supporting employee mental well-being as a strategic factor in increasing organizational loyalty.

Keywords: Core Value Ber-AKHLAK, oyeec Commitment, Life Balance, Mental Wellbeing, Work Facilities, Work- Empl .

Received: 12 April, 2025

Revised: 17 Mei, 2025

Accepted: 09 June, 2025

Published: 12 June, 2025

Curr. Ver.: 12 June, 2025



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1. INTRODUCTION

In order to strengthen the work culture as one of the strategies for transforming ASN management towards a world-class government and to implement the provisions of Article 4 concerning basic values and Article 5 concerning the code of ethics and code of conduct of Law Number 5 of 2014 concerning State Civil Apparatus, uniformity of ASN basic values is required. So that on July 27 2021 The President of the Republic of Indonesia has launched the core values of ASN BerAKHLAK. One of them is on Leadership Administration Bureaus one of the Bureaus that has a central scope for the sustainability of government, especially in

the Regional Secretariat of East Java Province. In the regional government line also faces challenges in maintaining and increasing employee commitment in the midst of carrying out their duties. Core values of Morality, Work facilities, and balance between work and life are crucial factors that can directly affect employee commitment.

The core values of the state civil apparatus, which are called *berAKHLAK*, are an abbreviation of Service oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The existence of these basic values is expected to improve the quality of state civil servants to serve and help the community and the achievement of tasks at the place where employees work. According to AW Widjaja, employees are human labor, both physical and spiritual (mental and mind) that are always needed and therefore become one of the main capital in cooperation efforts to achieve certain goals (organization).

Work facilities have become a benchmark for supporting employee professionalism in carrying out their duties. According to research conducted by Juliet Julia Mercy Monde (2022), employee performance is largely determined by the facilities provided to support employee work to be able to complete their work. However, the fulfillment of work facilities in the government sector is a challenge in itself with reference to the annual budget and efficient nature.

Work-Life Balance provides insight and also becomes an increasingly important humanitarian issue in the lives of employees in their performance in an organization. Research presented by I Komang Oka Permadi (2023) work-life balance can have a positive and significant impact on job satisfaction. There is another study conducted by Ranti Lukmiati, Acep Samsudin, (2020) work life balance has a positive and important impact on employee performance. These results prove that if there is an increase in work-life balance, employee capabilities will also increase.

However, in the government sector, it is also often known for its long working hours and increasingly high work pressure, especially in the Leadership Administration Bureau which provides services and assistance to the highest regional leaders in carrying out their duties so that employees achieve Work-Life Balance as a challenge in itself.

Employee mental well-being is one factor that cannot be ignored in this context. A study conducted by Mulya et al., (2023) showed that aspects such as nutrition, adequate rest, stress management, and quality of social relationships also play an important role in maintaining mental health.

In a competitive government world that is oriented towards achieving leadership targets, maintaining employee mental well-being is crucial to maintaining employee productivity and long-term loyalty. There are several other studies conducted by Lestary, L., & Chaniago, H., (2018) which state that the work environment will affect work enthusiasm, thereby increasing worker productivity. Another study conducted by Bano et al., (2023) shows that organizational trust is an important factor in the effectiveness and survival of an organization. Organizational trust is often associated not only with increased loyalty.

Based on the explanation above, this study aims to analyze the influence of core values of *Ber-AKHLAK*, work facilities, and Work-Life Balance on the commitment of employees of the Administrative Bureau of Leadership, with mental well-being as an intervening variable. This study is expected to provide insight and increase knowledge for leaders of the Administrative Bureau of Leadership in determining an effective employee resource

management strategy, and can contribute to the literature for other research in the field of human resource management with the context of government employees in Indonesia..

2. Literature Review

Core Value of Morality

Core Values ASN is the milestone for strengthening work culture, which is not only carried out by ASN at the central level but also at the regional level, as per the message of the President of the Republic of Indonesia "ASN who serve as central employees or regional employees must have core values the same." Conduct Guidelines Core Values ASN BerAKHLAK is Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive and Collaborative.

Work Facilities

Work facilities that do not support employee work activities can reduce performance which has a negative impact on the company (Rianti, 2023; Priskilla et al., 2021; Purnawijaya, 2019). If that is the case, it will affect the development of the company. So the company should start paying attention to work facilities for its employees. Performance refers to the achievements achieved by an employee in carrying out tasks according to their responsibilities, both in terms of quality and quantity that have been determined in the company (Sabri & Susanti, 2021; Steven & Prasetio, 2020; Robins & Judge, 2014). With optimal performance, the company can achieve the desired goals by achieving the desired results (Sylvy et al., 2022; Valendra et al., 2020; Try, 2019; Wenur et al., 2018).

Work-life Balance

Work-Life Balance is a concept that refers to the balance between work demands and aspects of a person's personal life. According to Lockwood (2003), Work-Life Balance is defined as a state of satisfactory balance between the demands of a person's work and personal life. This concept emphasizes the importance of achieving harmony between professional and personal responsibilities to improve the overall quality of life

Employee Commitment

Employee commitment is defined as an employee's psychological attachment to their organization (Meyer & Allen, 1991). Allen and Meyer (1991) identified three components of commitment: affective (emotional attachment), continuance (perceived costs of leaving the organization), and normative (feelings of obligation to remain with the organization). Employee commitment has been shown to have a positive impact on organizational performance, employee retention, and customer satisfaction (Riketta, 2002).

Mental Wellbeing

Mental well-being refers to a positive psychological state that allows individuals to thrive and function optimally (Ryff & Keyes, 1995). In the workplace context, employee mental well-being has been shown to have a significant impact on productivity, work engagement, and organizational commitment (Robertson & Cooper, 2010). A study by Nielsen et al. (2017) suggests that interventions to improve mental well-being in the workplace can yield positive outcomes for both individuals and organizations.

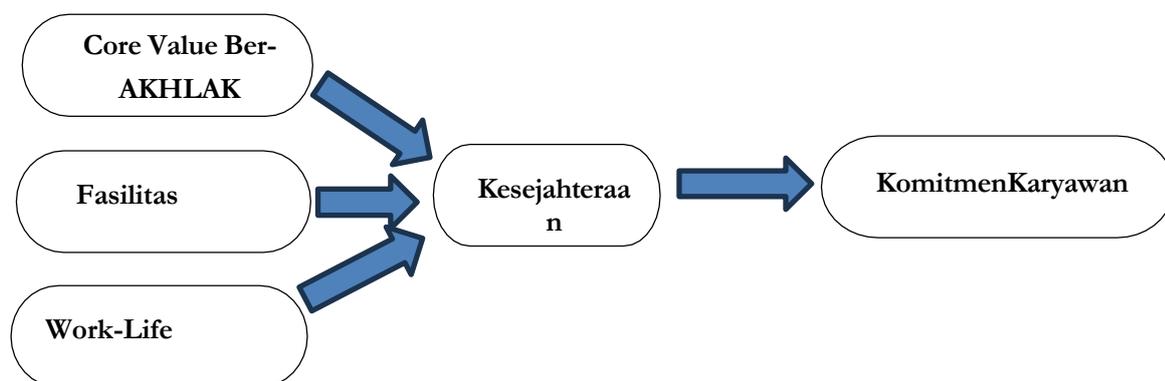
Hypothesis

H1: Core Value Ber-AKHLAK Core Value Ber-AKHLAK has a significant influence on

mental well-being employee Administration Bureau of the Regional Secretariat Leadership East Java Province.

- H2: Work facilities have a significant effect on employee mental well-being. Bureau Administration of the Regional Secretariat Leadership East Java Province.
- H3: Work-Life Balance has a significant effect on employee mental well-being. Bureau Administration of the Regional Secretariat Leadership East Java Province..
- H4: Mental well-being has a significant effect on employee mental commitment Administration Bureau of the Regional Secretariat Leadership East Java Province.
- H5: The Core Value of Morals has a significant effect on employee commitment Bureau Administration of the Regional Secretariat Leadership East Java Province through mental well-being as an intervening variable.
- H6: Work facilities have a significant effect on employee commitment Administration Bureau Head of Regional Secretariat East Java Province through mental well-being as an intervening variable.
- H7: Work-Life Balance has a significant effect on employee commitment Bureau Administration of the Regional Secretariat Leadership East Java Province through mental well-being as an intervening variable.

The research framework that describes the relationship between research variables can be built based on the problems and literature review shown in Figure 1



3. RESEARCH METHODS

This study uses quantitative methods to analyze the relationship between Core Value Ber-AKHLAK, Work Facilities, and work-life balance on employee commitment, with mental well-being as an intervening variable. This study was conducted on Administration Bureau of the Regional Secretariat Leadership East Java Province.

The research population includes all employees Administration Bureau of the Regional Secretariat Leadership Province East Java, and the sample was taken randomly using the random sampling method. By using simple random sampling technique, the entire population was used as a sample, so the number of respondents in this study was 50 employees.

Data collection was conducted through a questionnaire designed to measure the research variables, namely work flexibility, digital leadership, work-life balance, and employee commitment. The questionnaire used a Likert scale of 1-5, where respondents were asked to

rate their level of agreement with the statements given. This scale allows for a more in-depth measurement of employee perceptions and experiences related to the variables studied.

The collected data will be analyzed using SPSS (Statistical Package for the Social Sciences) software. Before conducting further analysis, a validity reliability test will be conducted to ensure that the questionnaire used is reliable. Furthermore, a simple regression test is conducted to determine the effect of each independent variable (Core Value Ber-AKHLAK, Work Facilities, work-life balance) on the dependent variable (employee commitment). both directly and through mental well-being as an intervening variable. Hypothesis testing will be conducted using the t-test to test the effect partially. The results of the analysis will be presented in tabular form to facilitate understanding, and conclusions and suggestions will be provided based on the research findings..

4. RESULTS AND DISCUSSION

The findings of this study are based on a regression analysis of the impact of the core values of Ber- Akhlak, work facilities, and work-life balance on employee commitment in Administration Bureau of the Regional Secretariat Leadership East Java Province in data from 50 respondents was analyzed using SPSS software to determine the regression coefficient and significant value of the core values of Ber-Akhlak, work facilities and work life balance towards employee commitment with mental well-being as an intervening variable in Administration Bureau of the Regional Secretariat Leadership East Java Province.

Simple Regression

Table 1 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	19.334	3.591		5.384	.000
CORE VALUE BER-AKHLAK	0.495	0.096	0.597	5.150	.000

Source: Results of data processing in 2024 using SPSS 20.

Based on the results of the regression calculation, the value of $b = 0.495$ is obtained while the value of $a = 19.334$. Then the two values are entered into the simple linear regression equation as follows:

$$Y = a + bX$$

$$Y = 19,334 + 0,495 X.$$

The meaning of this equation is that the constant value of $a = 19.334$ means that if there is no core value variable of Ber-Akhlak, then the Mental Well-being variable is 19.334 units. While the regression coefficient value of Ber-Akhlak is $b = 0.495$, meaning that every one unit increase in the Ber-Akhlak value variable will increase the Mental Well-being variable by 0.495 units.

T TEST

Based on table 1 above, it can be seen that the t valuecountfor the Ber-Akhlak core value variable is 5.150, with a significance of 0.000. Thus, the Ber-Akhlak core value variable has a significant effect on Mental Well-being.

Table 2 Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (constant)	6.666	3.115		2.140	.037
FASILITAS_X2	.825	.082	.822	10.005	.000

Source: Results of data processing in 2024 using SPSS 20

Based on the results of the regression calculation, the value of $b = 0.825$ is obtained while the value of $a = 6.666$ Then the two values are entered into the simple linear regression equation as follows:

$$Y = a + bX$$

$$Y = 6.666 + 0,825 X.$$

The meaning of this equation is that the constant value of $a = 6.666$ means that if there is no Work Facilities variable, then the Mental Welfare variable is 6.666 units. While the regression coefficient value of Work Facilities is $b = 0.825$, meaning that every one unit increase in the Work Facilities variable will increase the Mental Welfare variable by 0.825 units.

T TEST

Based on table 2 above, it can be seen that the t valuecountfor the Work Facilities variable is 10.005, with a significance of 0.000. Thus, the Work Facilities variable has a significant influence on Mental Well-being.

Table 3 Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	21.953	3.137	.590	6.999	.000
WLB_X3	.427	.084		5.062	.000

Source: Results of data processing in 2024 using SPSS 20.

Based on the results of the regression calculation, the value of $b = 0.427$ is obtained while the value of $a = 21,953$. Then the two values are entered into the simple linear regression equation as follows:

$$Y = a + bX$$

$$Y = 21,953 + 0,427 X.$$

The meaning of this equation is that the constant value of $a = 21.953$ means that if there is no Work Life Balance variable, then the Mental Well-being variable is 21.953 units. While the Work Life Balance regression coefficient value is $b = 0.427$, meaning that every one unit increase in the Work Life Balance variable will increase the Mental Well-being variable by 0.427 units.

T TEST

Based on table 3 above, it can be seen that the t value count for the Work Life Balance variable is 5.062, with a significance of 0.000. Thus, the Work Life Balance variable has a significant influence on Mental Well-being.

Determination

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 ^a	.334	.370	.45365

a. Predictors: (Constant), core value Ber-Akhlak_X1

The value of R square in the model summary table is 0.334 or 33.4%. This shows that the contribution of the influence of work flexibility on employee commitment is 33.4%, while the remaining 67.6% is the contribution of other variables not included in the study.

SOBEL TEST

Table 5 Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.612	1.141		-1.413	.164
1 CORE VALUE BER-AKHLAK_X1	.166	.031	.619	5.454	.000

Source: Results of data processing in 2024 using SPSS 20.

The Sobel Test result for the Ber-Akhlak core value shows a value of $Z = 4.99Z = 4.99Z = 4.99$, which is greater than the critical limit of 1.96 at a significance level of 5%. This indicates that mental well-being significantly mediates the relationship between the Ber-Akhlak core value and employee commitment. When the sub-section of the governor's household provides the Ber-Akhlak core value, such as flexible work arrangements or auto-pilot work supervision options, this can reduce employee stress and improve their mental well-being because the instillation of the Ber-Akhlak value is gradual and without physical contact with superiors but arises from the heart. This positive impact on mental well-being then strengthens their commitment to the workplace.

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.228^a	.333	.032	.56217

a. Predictors: (Constant), LEADERSHIP_X2

The value of R square in the model summary table is 0.333 or 33.3%. This shows that the contribution of the influence of facilities on employee commitment is 33.3%, while the remaining 67.7% is the contribution of other variables not included in the study.

SOBEL TEST

Table 7 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	1.801	1.729	.228	1.042	.303
FASILITAS_X	.074	.046		1.621	.012
2					

Source: Results of data processing in 2024 using SPSS 20..

The Sobel Test result for digital leadership shows a value of $Z=7.93Z = 7.93Z = 7.93$, far above the critical limit. This shows that mental well-being mediates very significantly the relationship between digital leadership and employee commitment. Employees who have digital competencies, such as the ability to use technology for work efficiency, encourage innovation, and show empathy in leadership, can have a major influence on employee mental well-being. Employees feel more appreciated and supported, which ultimately increases their commitment to the organization.

Table 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.684 ^a	.333	.457	.42090

Predictors: (Constant), WLB_X3

The value of R square in the model summary table is 0.333 or 33.3%. This shows that the contribution of digital work life balance to employee commitment is 33.3%, while the remaining 67.7% is a contribution from other variables not included in the study

SOBEL TEST

Tabel 9 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.365	.919		-1.485	.144
1 WLB_X3	.161	.025	.684	6.505	.000

Source: Results of data processing in 2024 using SPSS 20..

The Sobel Test result for work-life balance shows a value of $Z=4.33Z = 4.33Z=4.33$, which is also significant at the 5% level. This indicates that mental well-being significantly mediates the relationship between work-life balance and employee commitment. When companies support work-life balance, such as providing adequate rest time, reducing excessive working hours, or creating stress management programs, this directly improves employee mental well-being. With better mental well-being, employees will feel more emotionally attached to the company.

5. Conclusions

This study concludes that the core value of Ber-Akhlak, work facilities, and work-life balance have a significant influence on mental well-being, which ultimately increases employee commitment. Mental well-being is proven to be an important mediating variable, bridging the relationship between these independent variables and employee commitment.

The results show that the core value of Ber-Akhlak can help reduce employee stress and improve their mental well-being. Work facilities also play an important role in creating a supportive work environment, especially in the era of digital transformation and in government efforts to reduce the very large number of corruption, collusion and nepotism in

the Indonesian government. In addition, support for employee work-life balance has a positive impact on mental well-being, which in turn strengthens employees' emotional attachment to the organization.

Work facilities provide the greatest mediation influence compared to other variables, indicating the importance of the role of leaders in creating a proportional work environment through the use of exclusive technology and tools.

This research provides insights for Administration Bureau of the Regional Secretariat Leadership East Java Province to strengthen human resource policies, such as introducing the core value of Ber-Akhlak, training leaders in providing supportive work facilities, and supporting the balance between work and personal life of employees. This strategy not only improves mental well-being but also strengthens employee loyalty and commitment to the organization. Through these findings, the study also contributes to the literature on human resource management, especially in the context of banking which is facing the challenges of digital transformation.

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