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Research.

## Analysis of Factors Effecting Psychological Well-Being in Employees of Shoe Industry Companies

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**Abstract.** This research is intended to identify the effect of Spiritual Leadership, Workplace Spirituality, and Workplace Incivility on Psychological Well-being in employees of shoe industry companies in Serang Regency Banten. This research is a descriptive quantitative research through the distribution of questionnaires in the form of google forms. The method implemented is hypothesis testing. Hypothesis testing utilizes simple regression analysis with SPSS 27.0 software. The data collected in this research are employees of shoe industry companies in Serang Regency Banten. Data samples were collected from 241 employee participants. The independent variables of this research include Spiritual Leadership. The dependent variables are Workplace Spirituality, Workplace Incivility, and Psychological Well-being. The results of the analysis identified a positive effect of Spiritual Leadership on Workplace Spirituality, a positive effect of Workplace Spirituality on Workplace Incivility, a negative effect of Workplace Incivility on Psychological Well-being. The results of this research are expected to provide input for leaders to pay attention to Spiritual Leadership, Workplace Spirituality, and Workplace Incivility which can improve Psychological Well-being.

**Keywords:** spiritual leadership, workplace spirituality, workplace incivility, psychological well-being.

### INTRODUCTION

Today, more and more people are realizing the importance of mental health (Mas'ud, 2024). According to (Ministry of Health, 2023) the prevalence of depression and mental health in Indonesia in 2023 was highest among young people at 2%. When viewed globally according to a survey conducted by (Ipsos, 2023) mental health is a major health problem for people in 31 countries, the research shows that there are as many as 44% of respondents from 31 countries in the world who consider that mental health is the most concerned health problem. This number is followed by cancer in second place as the biggest health problem for 40% of respondents. Stress followed in third place as the health problem most worried about by 30% of respondents.

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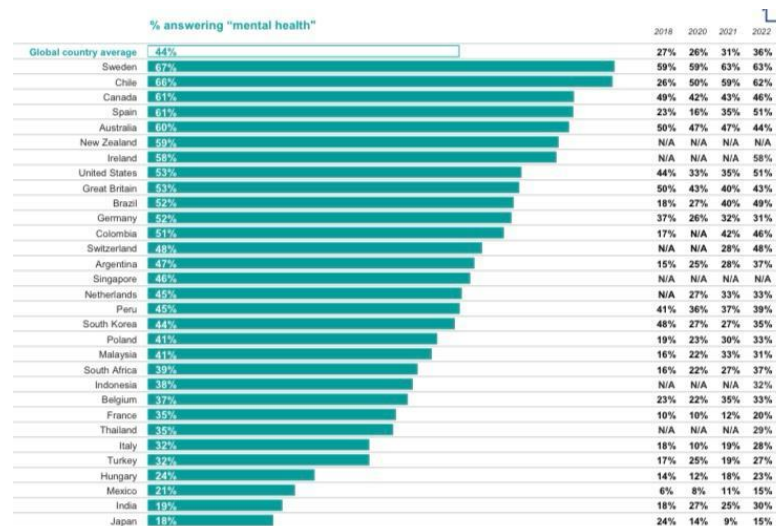


Figure 1 Ipsos Global Health Service data

Awareness of the importance of mental health is often a problem faced by workers in various industrial sectors (Mas'ud, 2024). Even mental health problems in employees have not been adequately handled by many companies (Kersemakers et al., 2018). If not handled, it will have a negative impact, such as decreased employee welfare (Palupi et al., 2024). A healthy work environment not only provides benefits for individual psychological well-being, but also for the success and sustainability of the company (Hutagalung, 2024). In the process of improving the psychological well-being of employees, PT Nikomas Gemilang and PT Pou Chen, Serang Regency, Banten, held one of the programs, namely Mental Health Education and Training, which explains various elements of the work environment that can have an impact on employee mental health (PSP SPN, 2024). Thus, maintaining employee mental health is very important for employee psychology, especially for employees of PT Nikomas Gemilang and PT Pou Chen because employee mental health in the workplace will have an impact on employee psychological well-being, where a work environment that supports mental health will improve the psychological well-being of the employees themselves (Jeganathan, 2024). According to (Vedula & Agrawal, 2024) modern organizational practices often cause stress, fatigue, and anxiety that cannot be avoided in the workplace, these conditions can endanger a person's psychological well-being. There are a number of factors that effect psychological well-being, one of which is workplace incivility. The article explains that the lower the workplace incivility, the higher the employee's psychological well-being (Sari & Yuniasanti, 2023). According to (Rehman et al., 2022) Workplace incivility can be defined as a deviant act with a low level of intensity including rude and impolite behavior with ambiguous intentions that ignore the rules of mutual respect in the workplace. Rude and disrespectful behavior in the workplace, such as being ignored, excluded from meetings, being publicly undervalued, having opinions ignored, or receiving derogatory comments from coworkers (Astari et al., 2024). Employees who are victims of workplace incivility can disrupt their mental health (Neto et al., 2017). Therefore, to reduce the negative impact of workplace incivility behavior, it is very important for companies to create a supportive work environment and respect spiritual values, because employees who feel spirituality in the workplace usually have higher levels of happiness and satisfaction (Vini Adetya, 2024).

Workplace spirituality is an organizational culture that has many dimensions and focuses on providing meaning and purpose in work, as well as strengthening relationships and a sense of togetherness among employees by integrating spiritual values into organizational culture (Barik & Nayak, 2023). By integrating spiritual values into organizational culture, companies can create a more harmonious work environment,

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reduce incidents of workplace incivility, and improve employee psychological well-being so that it is not only beneficial for employees but also has a positive impact on the performance and productivity of the organization as a whole (Pratama & Suryosukmono, 2024). In addition to creating Workplace spirituality, organizations also need spiritual leadership to support Workplace spirituality and create psychological well-being in employees (Pratama & Suryosukmono, 2024). When employees feel the emotional and spiritual support provided by their leaders, they tend to experience higher levels of job satisfaction and well-being (Irfan Helmy, 2016). Spiritual leadership is a leadership style that emphasizes the importance of collective work spirit and optimal organizational performance through the development of a clear vision, altruism, integrity, and spiritual sensitivity (Sode & Chenji, 2024). Spiritual leadership according to (Irfan Helmy, 2016), includes attitudes, values, and behaviors needed to motivate oneself and others. This spiritual leadership focuses on creating a vision that can build collective work spirit and raise the hopes and motivation of employees (Rafsanjan, 2017). With an inspiring and empowering approach, spiritual leadership aims to foster creativity and innovation in the organization by developing the potential of each individual to the maximum (Setyaasih, 2024).

Research on the above variables has been conducted by several previous researchers. Such as research conducted by (Malik et al., 2024) in their research, the effect of Spiritual Leadership and the dark triad on Workplace incivility has been discussed. In this research, survey data was collected from employees working in the banking sector in Pakistan as the object of their research. The main difference between this research and the previous research lies in the research object used, namely employees of PT Pou Chen & PT Nikomas Gemilang, Serang Regency, Banten. Meanwhile, another research (Mehmood et al., 2024) revealed the effect of workplace bullying and Workplace incivility on employee performance with psychological well-being mediation. This research has a difference that lies in the variables used, namely the effect between Spiritual leadership, Workplace spirituality, Workplace incivility and Psychological well-being. In line with several previous studies, this research will discuss the factors that effect Psychological well-being. In contrast to previous studies, the composition of the variables to be used is Spiritual leadership, Workplace spirituality, Workplace incivility and Psychological well-being. The research gap also lies in the research sample, where this research will be conducted on employees of PT Nikomas Gemilang and PT Pou Chen. It is expected that with this research, the relationship between Spiritual leadership, Workplace spirituality, Workplace incivility, and Psychological well-being on employees of PT Nikomas Gemilang and PT Pou Chen can be known and will be relevant to the phenomena that are currently happening in Indonesia.

### **Formulation of the Problem**

1. In accordance with the background that has been described, this research is intended to examine the following problems:
2. Is there a positive effect between Spiritual Leadership and Workplace Spirituality?
3. Is there a negative effect between Workplace Spirituality and Workplace Incivility?
4. Is there a negative effect between Workplace Incivility and Psychological Well-Being?

## **LITERATURE REVIEWS**

### **Spiritual Leadership**

Spiritual leadership is a leadership style that does not only focus on material aspects or

work tasks, but also considers the spiritual and emotional needs of team members which aims to support the personal and professional development of subordinates and create space for holistic growth (Syaifullah et al., 2024). Meanwhile, in another research (Riaz, 2024) it is argued that Spiritual leadership is a leadership style that emphasizes the function of the leader as a spiritual mentor for followers, with the aim of empowering them intrinsically to work for the greater good. while according to (Thalia et al., 2024).

### **Workplace Spirituality**

Workplace Spirituality is the integration of spiritual values such as togetherness, bonding, belonging, purpose, altruism, and benevolence into work activities (Hilton et al., 2024). Meanwhile, according to (Priscilla et al., 2024) Workplace Spirituality is spiritual values such as bonding, meaning, and purpose that are applied in work activities. In the research journal (Priscilla et al., 2024) workplace spirituality is defined as a combination of individual and organizational spiritual orientations that create a climate of spirituality that supports connectedness and shared purpose in the workplace (Priscilla et al., 2024).

### **Workplace Incivility**

Workplace incivility is defined as antisocial behavior and disobedience in the workplace. It often occurs in the workplace and is a low-intensity form of disobedience, which can come from superiors, coworkers, or subordinates. However, rude superiors are considered to have a major impact on employee work engagement (Khalid et al., 2024).

### **Psychological Well-Being**

Psychological well-being is a condition of overall mental and social well-being that effects a person's work results and attitudes at work (Hemanthakumara, 2024). According to (Wang et al., 2022) Psychological well-being is a person's subjective sense of satisfaction and happiness, the ability to realize one's potential and grow, and both. In another journal, it is explained (Jeganathan, 2024) Psychological well-being is a condition that refers to a person's overall mental and social health, which includes emotional, psychological, and social dimensions, where the condition of overall mental and social well-being consists of various dimensions and effects work results and attitudes at work as according to (Sharma & Tripathi, 2024).

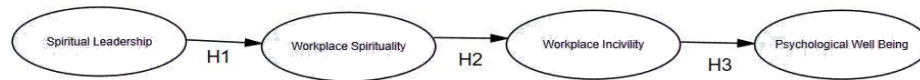
### **Conceptual Framework**

PT Nikomas Gemilang and PT Pou Chen have held mental health education and training programs that explain various work environment factors that impact employee mental health. With the existence of mental health education and training programs, companies are required to always maintain employee psychological well-being (PSP SPN, 2024). Psychological well-being is a concept where the overall mental and social well-being conditions that effect a person's work results and attitudes in the workplace, organizations need to pay attention to and improve employee psychological well-being to increase employee productivity (Hemanthakumara, 2024).

The application of Psychological well-being itself has triggers in it, one of which is workplace incivility (Sari & Yuniasanti, 2023). Workplace incivility can come from superiors, coworkers, or subordinates, this impolite behavior greatly effects employee well-being (Khalid et al., 2024). Workplace Incivility also does not just appear, one of the factors that can effect it is workplace Spirituality.

In research (Nigel Simister and Dan, 2020) shows that Workplace Spirituality can increase the sense of community and meaning of work, which are important components of workplace spirituality. Workplace spirituality also does not just appear, one of the

factors that effects it is Spiritual leadership. In his research (Sari & Yuniasanti, 2023) explained that spiritual leadership has been shown to be able to increase workplace spirituality. In other words, spiritual leadership can form the foundation for Workplace Spirituality, which in turn prevents the occurrence of Workplace Incivility and leads to the achievement of employee Psychological well-being as stated in Figure 2, related to the formation of the following conceptual framework:



**Figure 2**

**Source: (Malik et al., 2024) & (Mehmood et al., 2024)**

### **Hypothesis Development**

Spiritual leadership is a leadership style that encourages positive interactions between leaders and subordinates to achieve organizational goals by creating a culture of shared values and a work environment that supports spiritual values (Thalia et al., 2024). Spiritual Leadership can provide meaning and purpose to employee work, thereby fostering a sense of meaningfulness and community in the workplace and building relationships in accordance with trust and love, in accordance with the characteristics of Workplace Spirituality (Jufrizen & Nasution, 2021). Workplace Spirituality itself is a combination of spiritual values such as togetherness, bonding, belonging, purpose, altruism, and virtue into work activities (Hilton et al., 2024). This is in line with (Malik et al., 2024) where in their research it is stated that Spiritual leadership positively effects Workplace Spirituality. In accordance with the explanation above, the following hypothesis is proposed:

**H1: There is a positive effect of spiritual leadership on workplace spirituality**

Workplace Spirituality is spiritual values such as bonds, meaning, and purpose that are applied in work activities (Priscilla et al., 2024). Employees who feel their work is meaningful and have a strong community tend to be more motivated and attached to the company, they tend to have lower stress, Low stress and high motivation & commitment are believed to reduce negative behavior such as incivility (UTAMI et al., 2021). Workplace Incivility itself is defined as rude or rude behavior that is done intentionally without regard to the impact on others, especially those that occur in the work environment (Lee et al., 2024). By implementing Workplace spirituality, employees feel appreciated so that they will not do negative things or create Workplace Incivility. This is in line with research (Malik et al., 2024). Therefore, I developed a hypothesis that workplace spirituality does not have a positive effect on workplace incivility:

**H2: There is a negative effect of workplace spirituality on workplace incivility**

Workplace incivility is rude or rude behavior that is done intentionally without regard to the impact on others, especially in the work environment (Lee et al., 2024). Rude, insolent and disrespectful behavior towards coworkers can cause stress for victims, incivility is a stressor situation that threatens self-esteem and causes emotional stress for victims, This can interfere with employee psychological well-being (Sari & Yuniasanti, 2023).

psychological well-being itself is defined as a condition of mental health and overall emotional, psychological, and social well-being that individuals feel in conducting their work. This involves how they manage stress, interact with others, and live their lives efficiently (Rumindang Simanjuntak et al., 2023). In a research (Mehmood et al., 2024) in line with this research, it was shown that workplace incivility has a detrimental psychological impact on employees and is negatively related to their psychological well-being. Therefore, I developed a hypothesis that Workplace Incivility does not have a positive effect on Psychological well-being:

**H3: There is a negative effect of workplace incivility on psychological well-being**

## **RESEARCH METHODOLOGY**

This research was conducted in accordance with previous studies conducted by (Malik et al., 2024) and (Mehmood et al., 2024). The design of this research was conducted by means of hypothesis testing which was used to test the data obtained in accordance with the hypotheses that had been proposed. Namely testing the effect of Spiritual Leadership, Workplace Spirituality, Workplace Incivility and Psychological well-being on PT Nikomas Gemilang and PT Pou Chen. In accordance with the type of relationship between variables, this research is included in correlational research because this research explains the variables related to the problem. The data used is cross-sectional because it will only be conducted once in a certain period. Data collection was conducted using the purposive sampling method, where sampling was conducted by distributing online questionnaires randomly and having certain attributes to employees of PT Nikomas Gemilang and PT Pou Chen who were included in the individual analysis unit. The setting of this research was conducted with non-contrived settings, where research can be conducted where work is generally located.

In this research, the data analysis methods used are as follows:

1. To analyze Spiritual Leadership, Workplace Spirituality, Workplace Incivility, Psychological well-being on employees of PT Nikomas Gemilang and PT Pou Chen using descriptive statistics in the form of averages.
2. To analyze the effect of Spiritual Leadership on Workplace Spirituality on employees of PT Nikomas Gemilang and PT Pou Chen using Structural Equation Model (SEM) with AMOS application
3. To analyze the effect of Workplace Spirituality on Workplace Incivility on employees of PT Nikomas Gemilang PT Pou Chen using Structural Equation Model (SEM) with AMOS application.
4. To analyze the effect of Workplace Incivility on Psychological Well-being on employees of PT Nikomas Gemilang and PT Pou Chen using Structural Equation Model (SEM) with AMOS application.

## **RESULTS AND DISCUSSION**

Researchers obtained primary data by distributing questionnaires. A questionnaire is a measuring tool used to collect primary data from respondents in writing through questions asked related to research variables (Sudarta, 2022). The questionnaire distributed contained statements regarding Spiritual Leadership, Workplace Spirituality, Workplace Incivility, and Psychological well-being. The questionnaire was distributed to employees of PT Nikomas Gemilang and PT Pou Chen. The sampling method used in this research was the purposive sampling method. According to (Jullia & Finatariani, 2024) purposive sampling is a technique for determining samples from certain aspects. Rephrase Considerations in this purposive sampling technique vary depending on the needs of the research being conducted. The samples for this research were collected by employees of PT Nikomas Gemilang and PT Pou Chen. The total statements in this research amounted to 47 statement items. In determining the minimum number of

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samples, the researcher used a calculation of 5 times the number of statement items. By considering the factor loading value that must be achieved, this research used a sample size of 241 samples.

### Hypothesis Test Results

**Table 1 Hypothesis 1 Test Results**

Hypothesis	Estimate	p-value	Decision
There is a positive effect of spiritual leadership on workplace spirituality	0.158	0.015	Supported

Source: SPSS Processing Output

H<sub>01</sub> : Spiritual Leadership does not have a positive effect on Workplace spirituality.

H<sub>a1</sub> : Spiritual Leadership has a positive effect on Workplace spirituality.

In accordance with the results of the hypothesis test, it can be seen that the significant value. From the results of the hypothesis test in table 1 above, it shows that the significance value in testing the effect of Spiritual leadership on Workplace Spirituality has a p-value of  $0.015 \leq 0.05$  with an estimate value of 0.158, hypothesis 1 is supported so that it can be concluded that there is a positive effect between Spiritual leadership on Workplace spirituality. This shows that if Spiritual leadership at PT Nikomas Gemilang and PT Pou Chen increases, then Workplace Spirituality will also increase, and vice versa.

**Table 2 Hypothesis 2 Test Results**

Hypothesis	Estimate	p-value	Decision
There is a negative effect of workplace spirituality on workplace incivility	-0.113	0.069	Not Supported

Source: SPSS Processing Output

H<sub>02</sub> : Workplace Spirituality does not have a negative effect on Workplace incivility.

H<sub>a2</sub> : Workplace Spirituality has a negative effect on Workplace incivility.

From table 2 above shows a significant value of  $0.069 \leq 0.05$  with an estimate value of -0.113, so hypothesis 2 is not supported. so it can be concluded that there is workplace spirituality that does not have a significant negative effect on Workplace incivility. This shows that when Workplace spirituality increases or decreases it will not effect workplace incivility in employees of PT Nikomas Gemilang & PT Pou Chen, Serang District.

**Table 3 Hypothesis 3 Test Results**

Hypothesis	Estimate	p-value	Decision
There is a negative effect of workplace incivility on psychological well-being	-0.098	0.030	Supported

Source: SPSS Processing Output

The null hypothesis (H<sub>0</sub>) and alternative hypothesis (H<sub>a</sub>) are as follows:

H<sub>03</sub>: Servant Incivility does not have a negative effect on Psychological Well-Being.

H<sub>a3</sub>: Servant Incivility has a negative effect on Psychological Well-Being.

From table 3 above shows a significant value of  $0.03 \leq 0.05$  with an estimate value of -0.098 so it can be concluded that there is a negative effect between Workplace incivility

and Psychological well-being. This shows that if Workplace incivility at PT Nikomas Gemilang and PT Pou Chen increases it will effect the level of Psychological well-being and vice versa.

### **Hypothesis Discussion**

1. The results of the test in the research can be concluded that there is a positive effect of Spiritual Leadership on Workplace Spirituality, which means that when Spiritual Leadership increases, Workplace Spirituality also increases. The results of this research also show that employees of PT Nikomas Gemilang & PT Pou Chen have a high level of spiritual leadership towards leadership behavior in the company. It is considered that when leaders demonstrate leadership qualities that reflect spiritual values, such as integrity, honesty, and concern for employee welfare, employees tend to feel an increase in their spirituality in the workplace. This increase can be reflected in the form of a more meaningful work environment, a stronger sense of purpose, and increased employee engagement and job satisfaction. Thus, Spiritual Leadership not only contributes to the achievement of organizational goals, but also to the creation of a more positive work culture such as the implementation of Workplace spirituality and supporting overall employee welfare. This research supports previous research conducted by (Malik et al., 2024) which found that the better the spiritual leadership, the more it will increase Workplace Spirituality in employees. Another research conducted by (Jufrizen & Nasution, 2021) found that Spiritual Leadership has a positive effect on Workplace Spirituality. This research shows that the better the Spiritual Leadership behavior of Administrative Employees at the Islamic University of North Sumatra, the greater the Workplace Spirituality.
2. The results of the test and research can be concluded that there is no negative effect of Workplace spirituality on Workplace Incivility. This means that when there is an increase or decrease in workplace spirituality, it does not have an impact on workplace incivility for employees of PT Nikomas Gemilang & PT Pou Chen, but it was found that the level of Workplace spirituality experienced by employees has an effect on Workplace incivility. The results of the research are in line with previous studies conducted, this illustrates that PT Nikomas Gemilang and PT Pou Chen show that increasing Workplace Spirituality can help reduce Workplace incivility. This could mean that employees who feel more spiritually connected to their work tend to show more polite behavior and respect for their coworkers. Organizations can consider developing programs that support Workplace Spirituality such as employee psychological well-being programs that emphasize spiritual values. This research is in line with previous research conducted by (Malik et al., 2024) which states that narcissism will moderate the relationship between Workplace Spirituality and Workplace Incivility. individuals who have low levels of narcissism will value spiritual values more and show more polite and respectful behavior. Another research conducted by (Rehman et al., 2022) found that Workplace Spirituality has a negative effect on Workplace incivility. This research shows that increasing Workplace Spirituality can reduce Workplace Incivility..
3. The results of the test and research can be concluded that Workplace Incivility has a significant negative effect on Psychological well-being. Workplace incivility, which can be behavior such as derogatory comments, indifference, or other impolite actions, can create an uncomfortable and stressful work environment for employees. When employees frequently experience incivility, they tend to experience increased levels of stress and emotional exhaustion. This is caused by feelings of being unappreciated and lack of social support in the workplace. In the context of PT Nikomas Gemilang & PT Pou Chen, an increase in Workplace Incivility incidents can have a negative impact on employee Psychological well-being. Therefore, it is important for companies to create a work environment that respects and supports employees, and reduces Workplace Incivility to improve employee Psychological well-being. Another research conducted by (Sari & Yuniasanti, 2023) found that

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Workplace Incivility has a negative effect on Psychological well-being. This research shows that the higher the Workplace Incivility behavior, the higher the employee's Psychological well-being.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

In accordance with the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. In accordance with the results of the analysis using descriptive statistics of Spiritual leadership, it shows that employees of PT Nikomas Gemilang & PT Pou Chen their leaders have good Spiritual leadership behavior towards subordinates and the company, employees feel that the attachment between subordinates and superiors to the company. The results of the descriptive statistics of Workplace Spirituality show that PT Nikomas Gemilang & PT Pou Chen have good Workplace spirituality behavior, because their leaders strongly support the values of Workplace spirituality, where leaders show integrity, empathy, and concern for employee welfare which can create a more spiritual work environment. The results of the descriptive statistics of Workplace Incivility show that many employees often experience rude behavior from their coworkers or superiors, high levels of rudeness can have a negative impact on various aspects of employee psychological well-being, therefore, it is important for PT Nikomas Gemilang to take steps to reduce workplace incivility. Meanwhile, the results of descriptive statistics of Psychological well-being show that employees of PT Nikomas Gemilang & PT Pou Chen feel quite good psychologically in their work environment, this high level of Psychological well-being reflects the existence of several positive factors in the workplace that support the psychological well-being of employees, as well as the existence of programs that support the psychological well-being of employees.
2. The results of the hypothesis test show that there is a positive effect between Spiritual leadership on Workplace Spirituality.
3. The results of the hypothesis test show that there is no negative effect of Workplace spirituality on Workplace incivility.
4. The results of the hypothesis test show that there is a negative effect of Workplace Incivility on Psychological well-being.

### Managerial Implications

The results of this research are expected to be a source of information applied by the company. The managerial implications in this research are as follows:

1. To maintain Spiritual Leadership, managers at PT Nikomas Gemilang and PT Pou Chen should be able to communicate well, pay more attention and talk to employees more often so that they know the situation or problems that employees are facing and always provide motivation and enthusiasm to employees by holding mental health programs.
2. To maintain Workplace Spirituality, managers at PT Nikomas Gemilang and PT Pou Chen should create programs that support employee well-being, such as meaningful social activities. Employees who feel that their spiritual well-being is cared for tend to be happier, more satisfied with their work, and have a better life balance.
3. To reduce Workplace Incivility, the managers of PT Nikomas Gemilang and PT Pou Chen should provide a welfare program that includes psychological support and counseling for employees who experience workplace incivility. This support can help employees overcome the negative impacts of incivility and improve their psychological well-being.

1. To maintain Psychological well-being, PT Nikomas Gemilang and PT Pou Chen managers should provide counseling services and psychological support for employees who need it, as well as hold workshops on mental health. Psychological support can help employees overcome personal and professional problems and improve their well-being.

### Research Limitations

This research is limited in several aspects, so the results obtained have limitations in their general application. Some of these limitations include:

1. This research was only conducted at PT Nikomas Gemilang and PT Pou Chen.
2. The research variables used in this research were only Spiritual Leadership, Workplace Spiritual, Workplace Incivility and Psychological well-being.

### Recommendation

The suggestions given to further researchers to improve the shortcomings or limitations in this research are as follows:

1. Not only conducting research on employees of PT Nikomas Gemilang and PT Pou Chen, but it can be done in other companies or compared with several similar companies.
2. Further research is also expected to be able to increase the number of other variables such as Employee Performance (Mehmood et al., 2024).

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# Analysis of Factors Effecting Psychological Well-Being in Employees of Shoe Industry Companies

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Research.

## Analysis of Factors Effecting Psychological Well-Being in Employees of Shoe Industry Companies

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**Abstract:** This research is intended to identify the effect of Spiritual Leadership, Workplace Spirituality, and Workplace Incivility on Psychological Well-being in employees of shoe industry companies in Serang Regency Banten. This research is a descriptive quantitative research through the distribution of questionnaires in the form of google forms. The method implemented is hypothesis testing. Hypothesis testing utilizes simple regression analysis with SPSS 27.0 software. The data collected in this research are employees of shoe industry companies in Serang Regency Banten. Data samples were collected from 241 employee participants. The independent variables of this research include Spiritual Leadership. The dependent variables are Workplace Spirituality, Workplace Incivility, and Psychological Well-being. The results of the analysis identified a positive effect of Spiritual Leadership on Workplace Spirituality, a positive effect of Workplace Spirituality on Workplace Incivility, a negative effect of Workplace Incivility on Psychological Well-being. The results of this research are expected to provide input for leaders to pay attention to Spiritual Leadership, Workplace Spirituality, and Workplace Incivility which can improve Psychological Well-being.

**Keywords:** spiritual leadership, workplace spirituality, workplace incivility, psychological well-being.

### INTRODUCTION

Today, more and more people are realizing the importance of mental health (Mas'ud, 2024). According to (Ministry of Health, 2023) the prevalence of depression and mental health in Indonesia in 2023 was highest among young people at 2%. When viewed globally according to a survey conducted by (Ipsos, 2023) mental health is a major health problem for people in 31 countries, the research shows that there are as many as 44% of respondents from 31 countries in the world who consider that mental health is the most concerned health problem. This number is followed by cancer in second place as the biggest health problem for 40% of respondents. Stress followed in third place as the health problem most worried about by 30% of respondents.

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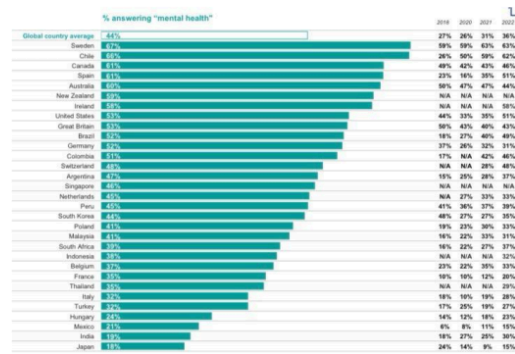


Figure 1 Ipsos Global Health Service data

Awareness of the importance of mental health is often a problem faced by workers in various industrial sectors (Mas'ud, 2024). Even mental health problems in employees have not been adequately handled by many companies (Kersemakers et al., 2018). If not handled, it will have a negative impact, such as decreased employee welfare (Palupi et al., 2024). A healthy work environment not only provides benefits for individual psychological well-being, but also for the success and sustainability of the company (Hutagalung, 2024). In the process of improving the psychological well-being of employees, PT Nikomas Gemilang and PT Pou Chen, Serang Regency, Banten, held one of the programs, namely Mental Health Education and Training, which explains various elements of the work environment that can have an impact on employee mental health (PSP SPN, 2024). Thus, maintaining employee mental health is very important for employee psychology, especially for employees of PT Nikomas Gemilang and PT Pou Chen because employee mental health in the workplace will have an impact on employee psychological well-being, where a work environment that supports mental health will improve the psychological well-being of the employees themselves (Jeganathan, 2024). According to (Vedula & Agrawal, 2024) modern organizational practices often cause stress, fatigue, and anxiety that cannot be avoided in the workplace, these conditions can endanger a person's psychological well-being. There are a number of factors that effect psychological well-being, one of which is workplace incivility. The article explains that the lower the workplace incivility, the higher the employee's psychological well-being (Sari & Yuniasanti, 2023). According to (Rehman et al., 2022) Workplace incivility can be defined as a deviant act with a low level of intensity including rude and impolite behavior with ambiguous intentions that ignore the rules of mutual respect in the workplace. Rude and disrespectful behavior in the workplace, such as being ignored, excluded from meetings, being publicly undervalued, having opinions ignored, or receiving derogatory comments from coworkers (Astari et al., 2024). Employees who are victims of workplace incivility can disrupt their mental health (Neto et al., 2017). Therefore, to reduce the negative impact of workplace incivility behavior, it is very important for companies to create a supportive work environment and respect spiritual values, because employees who feel spirituality in the workplace usually have higher levels of happiness and satisfaction (Vini Adetya, 2024).

Workplace spirituality is an organizational culture that has many dimensions and focuses on providing meaning and purpose in work, as well as strengthening relationships and a sense of togetherness among employees by integrating spiritual values into organizational culture (Barik & Nayak, 2023). By integrating spiritual values into organizational culture, companies can create a more harmonious work environment,

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reduce incidents of workplace incivility, and improve employee psychological well-being so that it is not only beneficial for employees but also has a positive impact on the performance and productivity of the organization as a whole (Pratama & Suryosukmono, 2024). In addition to creating Workplace spirituality, organizations also need spiritual leadership to support Workplace spirituality and create psychological well-being in employees (Pratama & Suryosukmono, 2024). When employees feel the emotional and spiritual support provided by their leaders, they tend to experience higher levels of job satisfaction and well-being (Irfan Helmy, 2016). Spiritual leadership is a leadership style that emphasizes the importance of collective work spirit and optimal organizational performance through the development of a clear vision, altruism, integrity, and spiritual sensitivity (Sode & Chenji, 2024). Spiritual leadership according to (Irfan Helmy, 2016), includes attitudes, values, and behaviors needed to motivate oneself and others. This spiritual leadership focuses on creating a vision that can build collective work spirit and raise the hopes and motivation of employees (Rafsanjan, 2017). With an inspiring and empowering approach, spiritual leadership aims to foster creativity and innovation in the organization by developing the potential of each individual to the maximum (Setyaasih, 2024).

Research on the above variables has been conducted by several previous researchers. Such as research conducted by (Malik et al., 2024) in their research, the effect of Spiritual Leadership and the dark triad on Workplace incivility has been discussed. In this research, survey data was collected from employees working in the banking sector in Pakistan as the object of their research. The main difference between this research and the previous research lies in the research object used, namely employees of PT Pou Chen & PT Nikomas Gemilang, Serang Regency, Banten. Meanwhile, another research (Mehmood et al., 2024) revealed the effect of workplace bullying and Workplace incivility on employee performance with psychological well-being mediation. This research has a difference that lies in the variables used, namely the effect between Spiritual leadership, Workplace spirituality, Workplace incivility and Psychological well-being. In line with several previous studies, this research will discuss the factors that effect Psychological well-being. In contrast to previous studies, the composition of the variables to be used is Spiritual leadership, Workplace spirituality, Workplace incivility and Psychological well-being. The research gap also lies in the research sample, where this research will be conducted on employees of PT Nikomas Gemilang and PT Pou Chen. It is expected that with this research, the relationship between Spiritual leadership, Workplace spirituality, Workplace incivility, and Psychological well-being on employees of PT Nikomas Gemilang and PT Pou Chen can be known and will be relevant to the phenomena that are currently happening in Indonesia.

#### Formulation of the Problem

1. In accordance with the background that has been described, this research is intended to examine the following problems:
2. Is there a positive effect between Spiritual Leadership and Workplace Spirituality?
3. Is there a negative effect between Workplace Spirituality and Workplace Incivility?
4. Is there a negative effect between Workplace Incivility and Psychological Well-Being?

#### LITERATURE REVIEWS

##### Spiritual Leadership

Spiritual leadership is a leadership style that does not only focus on material aspects or

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work tasks, but also considers the spiritual and emotional needs of team members which aims to support the personal and professional development of subordinates and create space for holistic growth (Syaifulah et al., 2024). Meanwhile, in another research (Riaz, 2024) it is argued that Spiritual leadership is a leadership style that emphasizes the function of the leader as a spiritual mentor for followers, with the aim of empowering them intrinsically to work for the greater good. while according to (Thalia et al., 2024).

#### **Workplace Spirituality**

Workplace Spirituality is the integration of spiritual values such as togetherness, bonding, belonging, purpose, altruism, and benevolence into work activities (Hilton et al., 2024). Meanwhile, according to (Priscilla et al., 2024) Workplace Spirituality is spiritual values such as bonding, meaning, and purpose that are applied in work activities. In the research journal (Priscilla et al., 2024) workplace spirituality is defined as a combination of individual and organizational spiritual orientations that create a climate of spirituality that supports connectedness and shared purpose in the workplace (Priscilla et al., 2024).

#### **Workplace Incivility**

Workplace incivility is defined as antisocial behavior and disobedience in the workplace. It often occurs in the workplace and is a low-intensity form of disobedience, which can come from superiors, coworkers, or subordinates. However, rude superiors are considered to have a major impact on employee work engagement (Khalid et al., 2024).

#### **Psychological Well-Being**

Psychological well-being is a condition of overall mental and social well-being that effects a person's work results and attitudes at work (Hemanthakumara, 2024). According to (Wang et al., 2022) Psychological well-being is a person's subjective sense of satisfaction and happiness, the ability to realize one's potential and grow, and both. In another journal, it is explained (Jeganathan, 2024) Psychological well-being is a condition that refers to a person's overall mental and social health, which includes emotional, psychological, and social dimensions, where the condition of overall mental and social well-being consists of various dimensions and effects work results and attitudes at work as according to (Sharma & Tripathi, 2024).

#### **Conceptual Framework**

PT Nikomas Gemilang and PT Pou Chen have held mental health education and training programs that explain various work environment factors that impact employee mental health. With the existence of mental health education and training programs, companies are required to always maintain employee psychological well-being (PSP SPN, 2024). Psychological well-being is a concept where the overall mental and social well-being conditions that effect a person's work results and attitudes in the workplace, organizations need to pay attention to and improve employee psychological well-being to increase employee productivity (Hemanthakumara, 2024).

The application of Psychological well-being itself has triggers in it, one of which is workplace incivility (Sari & Yuniasanti, 2023). Workplace incivility can come from superiors, coworkers, or subordinates, this impolite behavior greatly effects employee well-being (Khalid et al., 2024). Workplace Incivility also does not just appear, one of the factors that can effect it is workplace Spirituality.

In research (Nigel Simister and Dan, 2020) shows that Workplace Spirituality can increase the sense of community and meaning of work, which are important components of workplace spirituality. Workplace spirituality also does not just appear, one of the

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factors that effects it is Spiritual leadership. In his research (Sari & Yuniasanti, 2023) explained that spiritual leadership has been shown to be able to increase workplace spirituality. In other words, spiritual leadership can form the foundation for Workplace Spirituality, which in turn prevents the occurrence of Workplace Incivility and leads to the achievement of employee Psychological well-being as stated in Figure 2, related to the formation of the following conceptual framework:

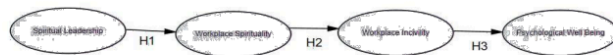


Figure 2

Source: (Malik et al., 2024) & (Mehmood et al., 2024)

### Hypothesis Development

Spiritual leadership is a leadership style that encourages positive interactions between leaders and subordinates to achieve organizational goals by creating a culture of shared values and a work environment that supports spiritual values (Thalia et al., 2024). Spiritual Leadership can provide meaning and purpose to employee work, thereby fostering a sense of meaningfulness and community in the workplace and building relationships in accordance with trust and love, in accordance with the characteristics of Workplace Spirituality (Jufrizen & Nasution, 2021). Workplace Spirituality itself is a combination of spiritual values such as togetherness, bonding, belonging, purpose, altruism, and virtue into work activities (Hilton et al., 2024). This is in line with (Malik et al., 2024) where in their research it is stated that Spiritual leadership positively effects Workplace Spirituality. In accordance with the explanation above, the following hypothesis is proposed:

**H1: There is a positive effect of spiritual leadership on workplace spirituality**

Workplace Spirituality is spiritual values such as bonds, meaning, and purpose that are applied in work activities (Priscilla et al., 2024). Employees who feel their work is meaningful and have a strong community tend to be more motivated and attached to the company, they tend to have lower stress, Low stress and high motivation & commitment are believed to reduce negative behavior such as incivility (UTAMI et al., 2021). Workplace Incivility itself is defined as rude or rude behavior that is done intentionally without regard to the impact on others, especially those that occur in the work environment (Lee et al., 2024). By implementing Workplace spirituality, employees feel appreciated so that they will not do negative things or create Workplace Incivility. This is in line with research (Malik et al., 2024). Therefore, I developed a hypothesis that workplace spirituality does not have a positive effect on workplace incivility:

**H2: There is a negative effect of workplace spirituality on workplace incivility**

Workplace incivility is rude or rude behavior that is done intentionally without regard to the impact on others, especially in the work environment (Lee et al., 2024). Rude, insolent and disrespectful behavior towards coworkers can cause stress for victims, incivility is a stressor situation that threatens self-esteem and causes emotional stress for victims, This can interfere with employee psychological well-being (Sari & Yuniasanti, 2023).

psychological well-being itself is defined as a condition of mental health and overall emotional, psychological, and social well-being that individuals feel in conducting their work. This involves how they manage stress, interact with others, and live their lives efficiently (Rumindang Simanjuntak et al., 2023). In a research (Mehmood et al., 2024) in line with this research, it was shown that workplace incivility has a detrimental psychological impact on employees and is negatively related to their psychological well-being. Therefore, I developed a hypothesis that Workplace Incivility does not have a positive effect on Psychological well-being:

**H3: There is a negative effect of workplace incivility on psychological well-being**

## RESEARCH METHODOLOGY

This research was conducted in accordance with previous studies conducted by (Malik et al., 2024) and (Mehmood et al., 2024). The design of this research was conducted by means of hypothesis testing which was used to test the data obtained in accordance with the hypotheses that had been proposed. Namely testing the effect of Spiritual Leadership, Workplace Spirituality, Workplace Incivility and Psychological well-being on PT Nikomas Gemilang and PT Pou Chen. In accordance with the type of relationship between variables, this research is included in correlational research because this research explains the variables related to the problem. The data used is cross-sectional because it will only be conducted once in a certain period. Data collection was conducted using the purposive sampling method, where sampling was conducted by distributing online questionnaires randomly and having certain attributes to employees of PT Nikomas Gemilang and PT Pou Chen who were included in the individual analysis unit. The setting of this research was conducted with non-contrived settings, where research can be conducted where work is generally located.

In this research, the data analysis methods used are as follows:

1. To analyze Spiritual Leadership, Workplace Spirituality, Workplace Incivility, Psychological well-being on employees of PT Nikomas Gemilang and PT Pou Chen using descriptive statistics in the form of averages.
2. To analyze the effect of Spiritual Leadership on Workplace Spirituality on employees of PT Nikomas Gemilang and PT Pou Chen using Structural Equation Model (SEM) with AMOS application.
3. To analyze the effect of Workplace Spirituality on Workplace Incivility on employees of PT Nikomas Gemilang PT Pou Chen using Structural Equation Model (SEM) with AMOS application.
4. To analyze the effect of Workplace Incivility on Psychological Well-being on employees of PT Nikomas Gemilang and PT Pou Chen using Structural Equation Model (SEM) with AMOS application.

## RESULTS AND DISCUSSION

Researchers obtained primary data by distributing questionnaires. A questionnaire is a measuring tool used to collect primary data from respondents in writing through questions asked related to research variables (Sudarta, 2022). The questionnaire distributed contained statements regarding Spiritual Leadership, Workplace Spirituality, Workplace Incivility, and Psychological well-being. The questionnaire was distributed to employees of PT Nikomas Gemilang and PT Pou Chen. The sampling method used in this research was the purposive sampling method. According to (Julia & Finatariani, 2024) purposive sampling is a technique for determining samples from certain aspects. Rephrase Considerations in this purposive sampling technique vary depending on the needs of the research being conducted. The samples for this research were collected by employees of PT Nikomas Gemilang and PT Pou Chen. The total statements in this research amounted to 47 statement items. In determining the minimum number of

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samples, the researcher used a calculation of 5 times the number of statement items. By considering the factor loading value that must be achieved, this research used a sample size of 241 samples.

### Hypothesis Test Results

**Table 1 Hypothesis 1 Test Results**

Hypothesis	Estimate	p-value	Decision
There is a positive effect of spiritual leadership on workplace spirituality	0.158	0.015	Supported

Source: SPSS Processing Output

$H_{01}$ : Spiritual Leadership does not have a positive effect on Workplace spirituality.  
 $H_{a1}$ : Spiritual Leadership has a positive effect on Workplace spirituality.  
In accordance with the results of the hypothesis test, it can be seen that the significant value. From the results of the hypothesis test in table 1 above, it shows that the significance value in testing the effect of Spiritual leadership on Workplace Spirituality has a p-value of  $0.015 \leq 0.05$  with an estimate value of 0.158, hypothesis 1 is supported so that it can be concluded that there is a positive effect between Spiritual leadership on Workplace spirituality. This shows that if Spiritual leadership at PT Nikomas Gemilang and PT Pou Chen increases, then Workplace Spirituality will also increase, and vice versa.

**Table 2 Hypothesis 2 Test Results**

Hypothesis	Estimate	p-value	Decision
There is a negative effect of workplace spirituality on workplace incivility	-0.113	0.069	Not Supported

Source: SPSS Processing Output

$H_{02}$ : Workplace Spirituality does not have a negative effect on Workplace incivility.  
 $H_{a2}$ : Workplace Spirituality has a negative effect on Workplace incivility.

From table 2 above shows a significant value of  $0.069 \leq 0.05$  with an estimate value of -0.113, so hypothesis 2 is not supported. so it can be concluded that there is workplace spirituality that does not have a significant negative effect on Workplace incivility. This shows that when Workplace spirituality increases or decreases it will not effect workplace incivility in employees of PT Nikomas Gemilang & PT Pou Chen, Serang District.

**Table 3 Hypothesis 3 Test Results**

Hypothesis	Estimate	p-value	Decision
There is a negative effect of workplace incivility on psychological well-being	-0.098	0.030	Supported

Source: SPSS Processing Output

The null hypothesis ( $H_0$ ) and alternative hypothesis ( $H_a$ ) are as follows:  
 $H_{03}$ : Servant Incivility does not have a negative effect on Psychological Well-Being.  
 $H_{a3}$ : Servant Incivility has a negative effect on Psychological Well-Being.

From table 3 above shows a significant value of  $0.03 \leq 0.05$  with an estimate value of -0.098 so it can be concluded that there is a negative effect between Workplace incivility

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and Psychological well-being. This shows that if Workplace incivility at PT Nikomas Gemilang and PT Pou Chen increases it will effect the level of Psychological well-being and vice versa.

#### Hypothesis Discussion

1. The results of the test in the research can be concluded that there is a positive effect of Spiritual Leadership on Workplace Spirituality, which means that when Spiritual Leadership increases, Workplace Spirituality also increases. The results of this research also show that employees of PT Nikomas Gemilang & PT Pou Chen have a high level of spiritual leadership towards leadership behavior in the company. It is considered that when leaders demonstrate leadership qualities that reflect spiritual values, such as integrity, honesty, and concern for employee welfare, employees tend to feel an increase in their spirituality in the workplace. This increase can be reflected in the form of a more meaningful work environment, a stronger sense of purpose, and increased employee engagement and job satisfaction. Thus, Spiritual Leadership not only contributes to the achievement of organizational goals, but also to the creation of a more positive work culture such as the implementation of Workplace spirituality and supporting overall employee welfare. This research supports previous research conducted by (Malik et al., 2024) which found that the better the spiritual leadership, the more it will increase Workplace Spirituality in employees. Another research conducted by (Jufrizen & Nasution, 2021) found that Spiritual Leadership has a positive effect on Workplace Spirituality. This research shows that the better the Spiritual Leadership behavior of Administrative Employees at the Islamic University of North Sumatra, the greater the Workplace Spirituality.
2. The results of the test and research can be concluded that there is no negative effect of Workplace spirituality on Workplace Incivility. This means that when there is an increase or decrease in workplace spirituality, it does not have an impact on workplace incivility for employees of PT Nikomas Gemilang & PT Pou Chen, but it was found that the level of Workplace spirituality experienced by employees has an effect on Workplace incivility. The results of the research are in line with previous studies conducted, this illustrates that PT Nikomas Gemilang and PT Pou Chen show that increasing Workplace Spirituality can help reduce Workplace incivility. This could mean that employees who feel more spiritually connected to their work tend to show more polite behavior and respect for their coworkers. Organizations can consider developing programs that support Workplace Spirituality such as employee psychological well-being programs that emphasize spiritual values. This research is in line with previous research conducted by (Malik et al., 2024) which states that narcissism will moderate the relationship between Workplace Spirituality and Workplace Incivility. individuals who have low levels of narcissism will value spiritual values more and show more polite and respectful behavior. Another research conducted by (Rehman et al., 2022) found that Workplace Spirituality has a negative effect on Workplace incivility. This research shows that increasing Workplace Spirituality can reduce Workplace Incivility..
3. The results of the test and research can be concluded that Workplace Incivility has a significant negative effect on Psychological well-being. Workplace incivility, which can be behavior such as derogatory comments, indifference, or other impolite actions, can create an uncomfortable and stressful work environment for employees. When employees frequently experience incivility, they tend to experience increased levels of stress and emotional exhaustion. This is caused by feelings of being unappreciated and lack of social support in the workplace. In the context of PT Nikomas Gemilang & PT Pou Chen, an increase in Workplace Incivility incidents can have a negative impact on employee Psychological well-being. Therefore, it is important for companies to create a work environment that respects and supports employees, and reduces Workplace Incivility to improve employee Psychological well-being. Another research conducted by (Sari & Yuniasanti, 2023) found that

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Workplace Incivility has a negative effect on Psychological well-being. This research shows that the higher the Workplace Incivility behavior, the higher the employee's Psychological well-being.

## CONCLUSIONS AND RECOMMENDATIONS

### Conclusions

In accordance with the research results and discussion in the previous chapter, the following conclusions can be drawn:

1. In accordance with the results of the analysis using descriptive statistics of Spiritual leadership, it shows that employees of PT Nikomas Gemilang & PT Pou Chen their leaders have good Spiritual leadership behavior towards subordinates and the company, employees feel that the attachment between subordinates and superiors to the company. The results of the descriptive statistics of Workplace Spirituality show that PT Nikomas Gemilang & PT Pou Chen have good Workplace spirituality behavior, because their leaders strongly support the values of Workplace spirituality, where leaders show integrity, empathy, and concern for employee welfare which can create a more spiritual work environment. The results of the descriptive statistics of Workplace Incivility show that many employees often experience rude behavior from their coworkers or superiors, high levels of rudeness can have a negative impact on various aspects of employee psychological well-being, therefore, it is important for PT Nikomas Gemilang to take steps to reduce workplace incivility. Meanwhile, the results of descriptive statistics of Psychological well-being show that employees of PT Nikomas Gemilang & PT Pou Chen feel quite good psychologically in their work environment, this high level of Psychological well-being reflects the existence of several positive factors in the workplace that support the psychological well-being of employees, as well as the existence of programs that support the psychological well-being of employees.
2. The results of the hypothesis test show that there is a positive effect between Spiritual leadership on Workplace Spirituality.
3. The results of the hypothesis test show that there is no negative effect of Workplace spirituality on Workplace incivility.
4. The results of the hypothesis test show that there is a negative effect of Workplace Incivility on Psychological well-being.

### Managerial Implications

The results of this research are expected to be a source of information applied by the company. The managerial implications in this research are as follows:

1. To maintain Spiritual Leadership, managers at PT Nikomas Gemilang and PT Pou Chen should be able to communicate well, pay more attention and talk to employees more often so that they know the situation or problems that employees are facing and always provide motivation and enthusiasm to employees by holding mental health programs.
2. To maintain Workplace Spirituality, managers at PT Nikomas Gemilang and PT Pou Chen should create programs that support employee well-being, such as meaningful social activities. Employees who feel that their spiritual well-being is cared for tend to be happier, more satisfied with their work, and have a better life balance.
3. To reduce Workplace Incivility, the managers of PT Nikomas Gemilang and PT Pou Chen should provide a welfare program that includes psychological support and counseling for employees who experience workplace incivility. This support can help employees overcome the negative impacts of incivility and improve their psychological well-being.

1. To maintain Psychological well-being, PT Nikomas Gemilang and PT Pou Chen managers should provide counseling services and psychological support for employees who need it, as well as hold workshops on mental health. Psychological support can help employees overcome personal and professional problems and improve their well-being.

#### Research Limitations

This research is limited in several aspects, so the results obtained have limitations in their general application. Some of these limitations include:

1. This research was only conducted at PT Nikomas Gemilang and PT Pou Chen.
2. The research variables used in this research were only Spiritual Leadership, Workplace Spirituality, Workplace Incivility and Psychological well-being.

#### Recommendation

The suggestions given to further researchers to improve the shortcomings or limitations in this research are as follows:

1. Not only conducting research on employees of PT Nikomas Gemilang and PT Pou Chen, but it can be done in other companies or compared with several similar companies.
2. Further research is also expected to be able to increase the number of other variables such as Employee Performance (Mehmood et al., 2024).

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