

Kesepian Sebagai Mediator pada Peran Spiritualitas di Tempat Kerja Terhadap Kesejahteraan Mental ASN dengan *Flexible Working Arrangement*: Harga Diri Sebagai Moderator

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Abstrak. Di tengah meningkatnya implementasi *Flexible Working Arrangement* (FWA) yang berpotensi meningkatkan risiko isolasi sosial, penelitian ini bertujuan menguji model kesejahteraan mental pada Aparatur Sipil Negara (ASN) di Indonesia dengan menginvestasikan peran sentral spiritualitas di tempat kerja. Secara spesifik, penelitian ini menguji model *moderated mediation* untuk mengetahui pengaruh spiritualitas terhadap kesejahteraan mental, peran mediasi kesepian, dan peran moderasi harga diri. Penelitian kuantitatif ini melibatkan 245 ASN yang bekerja FWA, diperoleh melalui teknik *non-probability network sampling*. Pengukuran variabel menggunakan skala adaptasi *Life Work Well-being*, *Workplace Spirituality Scale*, *UCLA Loneliness Scale*, dan *Rosenberg Self-Esteem Scale*, yang dianalisis menggunakan *Structural Equation Modelling Partial Least Squares* (SEM-PLS) dengan *SmartPLS 4*. Hasil analisis menunjukkan bahwa spiritualitas di tempat kerja memiliki pengaruh langsung yang positif dan sangat signifikan terhadap kesejahteraan mental ($\beta = 0.569$, $p < 0.000$). Ditemukan pula bahwa kesepian secara signifikan memediasi sebagian (*partial mediation*) hubungan tersebut (efek tidak langsung $\beta = 0.092$, $p < 0.000$), mengindikasikan bahwa spiritualitas meningkatkan kesejahteraan salah satunya melalui perannya dalam mengurangi kesepian. Namun, hipotesis moderasi dan *moderated mediation* ditolak; harga diri terbukti secara signifikan tidak mengubah kekuatan efek mediasi kesepian. Implikasi dari temuan ini sangat signifikan untuk manajemen sektor publik dalam konteks kerja fleksibel yang rentan terhadap alienasi, membangun budaya kerja yang spiritual melalui pekerjaan yang bermakna dan rasa komunitas merupakan strategi penting untuk menjaga keterhubungan sosial dan kesehatan mental ASN. Secara teoritis, hasil ini menunjukkan bahwa lingkungan kerja yang suportif dapat menciptakan situasi yang kuat dengan manfaat universal dan mampu melampaui perbedaan karakteristik individual seperti harga diri.

Kata Kunci: *aparatur sipil negara, flexible working arrangement, harga diri, kesejahteraan mental, kesepian, spiritualitas di tempat kerja*

The Mediating Role of Loneliness in the Relationship Between Spirituality at the Workplace and Mental Well-being Among Civil Servants with Flexible Working Arrangement: The Moderating Role of Self-Esteem

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Abstract. Amidst the increasing implementation of Flexible Working Arrangements (FWA), which potentially heightens the risk of social isolation, this study aims to test a model of mental well-being among Indonesian Civil Servants (ASN) by investigating the central role of spirituality at the workplace. Specifically, this research examines a moderated mediation model to determine the influence of spirituality at the workplace on mental well-being, the mediating role of loneliness, and the moderating role of self-esteem. This quantitative study involved 245 civil servants working under FWA, recruited through a non-probability network sampling technique. Variable measurements were conducted using adapted scales of the Life Work Well-being, Workplace Spirituality Scale, UCLA Loneliness Scale, and Rosenberg Self-Esteem Scale, with data analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 4. The analysis revealed that spirituality at the workplace has a significant and positive direct effect on mental well-being ($\beta = 0.569$, $p < 0.000$). Furthermore, loneliness was found to partially mediate this relationship (indirect effect: $\beta = 0.092$, $p < 0.000$), indicating that spirituality enhances well-being partly through its role in reducing loneliness. However, the moderation and moderated mediation hypotheses were rejected; self-esteem did not significantly alter the strength of the mediating effect of loneliness. The implications of these findings are highly significant for public sector management: in the context of flexible work, which is prone to alienation, fostering a spiritual work culture through meaningful work and a sense of community is a crucial strategy for maintaining social connectedness and the mental health of civil servants. Theoretically, these results suggest that a supportive work environment can create a strong situation whose benefits are universal and can transcend individual characteristic differences such as self-esteem.

Keywords: *civil servants, flexible working arrangement, self-esteem, mental well-being, loneliness, spirituality at the workplace*