

Effect of Mental Toughness and Employee Experience on Organizational Commitment Amongst Workers in Toka Tindung Gold Mine Project, North Sulawesi

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ABSTRACT

In recent years, the increasing tendency of professional workers, particularly Generation Z, to change jobs has raised concerns regarding organizational commitment. This study aims to examine the effects of mental toughness and employee experience on organizational commitment, with psychological well-being and work engagement as mediating variables, among employees at the Toka Tindung Gold Mine Project in North Sulawesi, Indonesia. This research employs a quantitative approach using a cross-sectional survey design. Data were collected through structured questionnaires distributed to 118 employees and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that mental toughness is the most significant predictor of organizational commitment, demonstrating strong direct effects on psychological well-being, work engagement, and organizational commitment. In contrast, employee experience shows a significant effect only on work engagement but does not directly influence organizational commitment. Furthermore, psychological well-being and work engagement are not found to mediate the relationship between mental toughness or employee experience and organizational commitment. These findings highlight the dominant role of personal resilience over organizational factors in shaping employee commitment, particularly within high-risk industries such as mining. The study provides both theoretical and practical contributions by emphasizing the importance of strengthening employees' mental toughness to enhance organizational commitment and suggesting that organizations should integrate psychological resilience development into human resource strategies.

Keyword: Mental Toughness; Psychological Well-Being; Work Engagement; Employee Experience; Organizational Commitment

INTRODUCTION

In this era where Gen Z has begun entering the workforce, companies face several challenges in managing them, particularly their tendency to leave organizations sooner or engage in job-hopping (Deloitte, 2022). Furthermore, Gen Z also has specific concerns about mental health, as revealed in a survey conducted by Deloitte in 2022. To retain workers, companies should pay attention to mental toughness, employee experience, psychological well-being, and work engagement, as these factors contribute to organizational commitment, as stated by Lee and Kim (2023).

Regionally, in Indonesia, a considerable portion of the professional workforce has considered resigning from their jobs (Sari, 2022). Furthermore, 65% of companies in Indonesia experienced difficulties in attracting new talent in 2021 (Sari, 2022). Therefore, it may be beneficial for companies to provide a better employee experience—whether physical, technical, or cultural—and to facilitate mental toughness and other factors that support

psychological well-being. A strong employee experience for new hires can serve as a solid foundation for fostering organizational commitment through the development and strengthening of mental toughness and work engagement (Dan, 2024; Lee & Kim, 2023b, 2023a).

In the mining industry, retaining employees is particularly challenging due to its higher susceptibility to fatigue compared to other industries. The mining work environment consists of a combination of dim lighting, limited visual acuity, high temperatures, loud noise, highly repetitive and monotonous tasks, shift work, long working hours, extended commute times due to site remoteness, early morning awakenings, and generally poor sleep habits (Canadian Centre for Occupational Health and Safety, 2012; Legault, 2011). These conditions may distract employees from their initial organizational commitment and may even encourage them to resign. Below is an illustration of mining work areas (Raman, 2018; Seteni, 2016; Seteni et al., 2021).

Previous studies have provided important insights into the determinants of organizational commitment. Research by Lee and Kim (2023) found that mental toughness significantly influences organizational commitment and job satisfaction through psychological well-being. Similarly, Simanjuntak et al. (2023) demonstrated that employee experience contributes to organizational commitment, particularly among younger workers, with psychological well-being acting as a mediating factor. Furthermore, Bakker and Demerouti (2017), through the Job Demands–Resources (JD-R) model, emphasized that both personal resources (e.g., resilience) and job resources (e.g., employee experience) are crucial in shaping work engagement and commitment. Other studies, such as Gucciardi et al. (2015), highlight that mental toughness enhances individuals' ability to cope with stress and maintain performance under pressure, which is particularly relevant in high-risk industries like mining.

However, despite the growing body of literature, several research gaps remain. First, most previous studies have been conducted in general organizational or urban contexts, with limited focus on high-risk and physically demanding industries such as mining. Second, prior research tends to examine either personal factors (e.g., mental toughness) or organizational factors (e.g., employee experience) separately, without integrating both dimensions into a comprehensive model. Third, the mediating roles of psychological well-being and work engagement in the relationships between these variables and organizational commitment have not been consistently validated, especially in challenging work environments (Duong et al., 2025; Koroglu & Ozmen, 2022; Shu, 2022; Yogamalar & Samuel, 2019).

The formulation of variables in this research model is derived from the study background and can be summarized through the following questions: First, does Mental Toughness significantly affect Organizational Commitment? Second, does Mental Toughness significantly affect Psychological Well-being? Third, does Psychological Well-being significantly affect Organizational Commitment? Fourth, does Mental Toughness significantly affect Work Engagement? Fifth, does Employee Experience significantly affect Psychological Well-being? Sixth, does Employee Experience significantly affect Work Engagement? Seventh, does Work Engagement significantly affect Organizational Commitment? Eighth, does Employee Experience significantly affect Organizational Commitment? Ninth, does Mental Toughness significantly relate to Organizational Commitment when mediated by Psychological Well-being? Lastly, does Employee

Experience significantly relate to Organizational Commitment when mediated by Work Engagement?

In line with these research questions, this study aims to test and analyze the significance of the relationships among these variables. Specifically, it seeks to examine the relationships between Mental Toughness and Organizational Commitment, Mental Toughness and Psychological Well-being, Psychological Well-being and Organizational Commitment, Mental Toughness and Work Engagement, Employee Experience and Psychological Well-being, Employee Experience and Work Engagement, Work Engagement and Organizational Commitment, and Employee Experience and Organizational Commitment. It also examines the mediating roles of Psychological Well-being and Work Engagement in these relationships. This research is expected to provide both theoretical and practical contributions. Theoretically, it contributes to the development of human resource management and organizational behavior literature by extending the application of the Job Demands–Resources model in high-risk industries and integrating personal and organizational factors into a unified framework. Practically, the findings are expected to assist organizations, particularly in the mining sector, in designing effective strategies to enhance employee commitment by strengthening mental resilience and improving employee experience. Additionally, this study may serve as a reference for policymakers and practitioners in developing human resource policies that are more adaptive to the evolving workforce landscape.

METHOD

The author employed a quantitative method to process numerical data. The study was designed as a cross-sectional study, where data were collected at a single point in time rather than longitudinally or experimentally. This method was selected for its ability to measure relationships among multiple variables and to model complex problems systematically. The research examined causal relationships to extend previous models and to test hypotheses developed from the literature review.

The study focused on human resource management aspects, specifically mental toughness, employee experience, psychological well-being, work engagement, and organizational commitment. It was conducted among employees of PT Meares Soputan Mining and PT Tambang Tondano Nusajaya, subsidiaries of PT Archi Indonesia Tbk., a national gold mining corporation operating in North Sulawesi, Indonesia. The main objective was to analyze the effect of mental toughness and employee experience on organizational commitment, with psychological well-being and work engagement as mediating variables.

The variables in this study consisted of independent variables (mental toughness and employee experience), a dependent variable (organizational commitment), and mediating variables (psychological well-being and work engagement).

The population comprised employees of PT Meares Soputan Mining and PT Tambang Tondano Nusajaya who had worked for more than one year. This setting was considered appropriate due to the demanding nature of the mining environment, which presents significant psychological challenges.

A purposive sampling technique was applied to ensure homogeneity of working conditions among respondents. The sample criteria included: (1) employees of the two

companies, (2) a minimum of one year of work experience, (3) assignment within the Tokatindung Project Site (specifically within the Alpha and Foxtrot gate areas), and (4) membership in the Serikat Pekerja Mandiri (SPM) labor union. The total population of the labor union was 442 employees.

Data were collected using a structured questionnaire based on a five-point Likert scale. The instruments were adapted from established measures in organizational psychology. The questionnaire was distributed digitally via Google Forms to respondents who met the sampling criteria. Only fully completed responses were included in the analysis.

The questionnaire consisted of two sections: the first captured respondents' demographic information, and the second measured perceptions related to mental toughness, employee experience, psychological well-being, work engagement, and organizational commitment. Responses ranged from strongly disagree (1) to strongly agree (5).

After data collection, responses were tabulated and analyzed using SmartPLS version 4.1.1.6. The data were examined using Partial Least Squares Structural Equation Modeling (PLS-SEM), following established analytical procedures (Hair et al., 2019; 2021).

Descriptive statistical analysis was conducted to calculate the mean and standard deviation of each variable to summarize respondent tendencies and variability.

The measurement model (outer model) was then evaluated to assess the validity and reliability of the constructs. Convergent validity was examined using outer loadings and Average Variance Extracted (AVE), ensuring that the indicators adequately represented their respective constructs (Hair et al., 2021).

RESULTS AND DISCUSSION

Company Profile

PT Meares Soputan Mining and PT Tambang Tondano Nusajaya is the holders of mining licenses (Contract of Work) spreading from the west shore up to the east shore of North Sulawesi province, precisely located within the Regency of North Minahasa and the City of Bitung. PT Meares Soputan Mining and PT Tambang Tondano Nusajaya have existed in North Sulawesi since the 1990s, and the ownership upon those two entities had changed several times over these two decades. Foreign companies owned those two entities until sometime in 2010. A national company group started acquiring 5% of the shares of those companies in 2010 up until 2011, where that national company group, i.e. PT Archi Indonesia Tbk. had acquired 100% ownership of PT Meares Soputan Mining and PT Tambang Tondano Nusajaya. Archi Indonesia Tbk, is a subsidiary of Rajawali Corpora Group. In 2021, PT Archi Indonesia Tbk. released 15% of its shares to public. Since the public listing, Archi Indonesia shares have fluctuated, and in 2025 the share price rose up to two times of its IPO price.

The current active mining operations of those two companies now is in the east corridor, which is called the Toka Tindung Gold Mine Project. Minerals extracted by PT Meares Soputan Mining and PT Tambang Tondano Nusajaya are silver and gold, of which the dore is poured in a processing plant located at the contract of work of PT Meares Soputan Mining.

The mine is operated in two (2) shifts, that is morning and evening shift. However, the supporting offices activities managing the human capital, finance and accounting and other administrative works only last during normal work hours without rosters nor shifts. Professional staff and managerial incumbents mostly work in rosters, that is 28 days ON and

14 days OFF, or commonly known as 4:2 roster, flying in to and out of North Sulawesi. Field / operational workers are recruited locally. Nonskilled workers are 100% acquired from villages neighboring the mine site (Ring 1). Skilled workers are acquired from Ring 1, if any, if not then Ring 2 (North Sulawesi), if any, if not then talents are acquired from Ring 3 (national).

Respondents Profile

Respondents in this research are workers of PT Meares Soputan Mining and of PT Tambang Tondano Nusajaya, who perform jobs at Toka Tindung Site, at Desa Winuri, Kecamatan Likupang Timur, in North Sulawesi province. Other employees working outside Toka Tindung site, though still in North Sulawesi, are not asked to participate in the survey. This was decided because the author considered that employees working outside Toka Tindung Site did not face the same level of hardship, or in other words, they had different challenges, especially in terms of time, energi and effort spent to reach the project site location. Physical characteristics of the workplace and environment, inside and outside Toka Tindung project site, were also different.

The questionnaire was distributed from 09 November 2025 until 20 November 2025. From that period, a total of 118 respondents participated in the survey, and all data can be processed completely. Details of respondents' profile were presented in table 4.1 below.

Table 1. Respondents Profile

NO	Demography	Classification	Total (persons)	Percentage (%)
1	Gender	Male	85	72%
		Female	33	28%
2	Age	18 - 29 years old (Gen Z)	16	14%
		30 - 45 years old (Millennial)	71	60%
		46 - 65 years old (Gen X)	31	26%
3	Latest Education	SMP (Junior High School)	3	2%
		SMU/K (Senior High School)	60	51%
		Diploma	7	6%
		S1 (Undergraduate)	46	39%
		S2 (Graduate)	2	2%
4	Service Year	< 5 years	29	25%
		6 - 10 years	26	22%
		>10 years	63	53%
5	Job Level	crew/staff/officer	92	78%
		Supervisors / Superintendent / Department Heads	26	22%

Source: Primary data processed by the author (2025)

Descriptive Statistics

After all data were collected, a descriptive statistical analysis was done by calculating the mean and the standard deviation of each variable. This was done so that each variable's

characteristic can be described in a systematic yet concise way, before stepping into further analyses.

Descriptive Analysis of Mental Toughness

Referring to the data in table 2. The Mean and Standard Deviation of MT, it was known that the indicator mean value of Mental Toughness variable was above 4.20 (out of 1-5 Lickert Scale). It showed that the perceptions of respondents are at a very positive category, in this case it is Strongly Agree. The standard deviation value ranged from 0.620 - 0.649 which was categorized as low. Such deviation value indicated that the responses given by respondents were relatively stable, consistent and not widely spread. It, then, can be entirely stated that the responses from respondents were homogenous.

Table 2. The Mean and Standard Deviation Value of MT

Name	Type	Mean	Standard deviation
MT1 I generally feel very confident in my own abilities	MET	4.212	0.636
MT2 I don't get discouraged easily when faced with failure because I feel like there are always lessons to be learned from it	MET	4.322	0.649
MT3 I am usually reliable to complete assigned tasks well	MET	4.271	0.62
MT4 I usually enjoy the challenges that exist	MET	4.288	0.626
Indicator Average		4.273	0.633

Source: Results of questionnaire data processing using SmartPLS (2025)

Data Quality Tests

With PLS-SEM software, the first thing that needs to be done is to draw the model of the research. After the research model is drawn, the tests and or analyses are then to be conducted in several stages as shown in Figure 1 Analysis Stages.

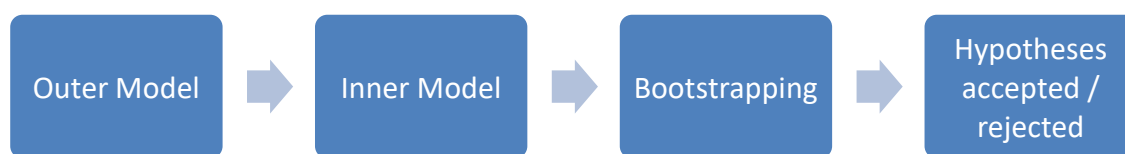


Figure 1. PLS-SEM Analysis Stages

Source: Author's

Outer model

This research makes use of the Research Model in Figure 2. All indicators in that research model showed outer loading values above 0.6, namely ranging between 0.7 and 0.9. This indicated that the constructs of Mental Toughness (MT), Employee Experience (EX), Psychological Well-Being (PWB), Work Engagement (WE) and Organizational Commitment (OC) were reliable and stable, as well as having good validity.

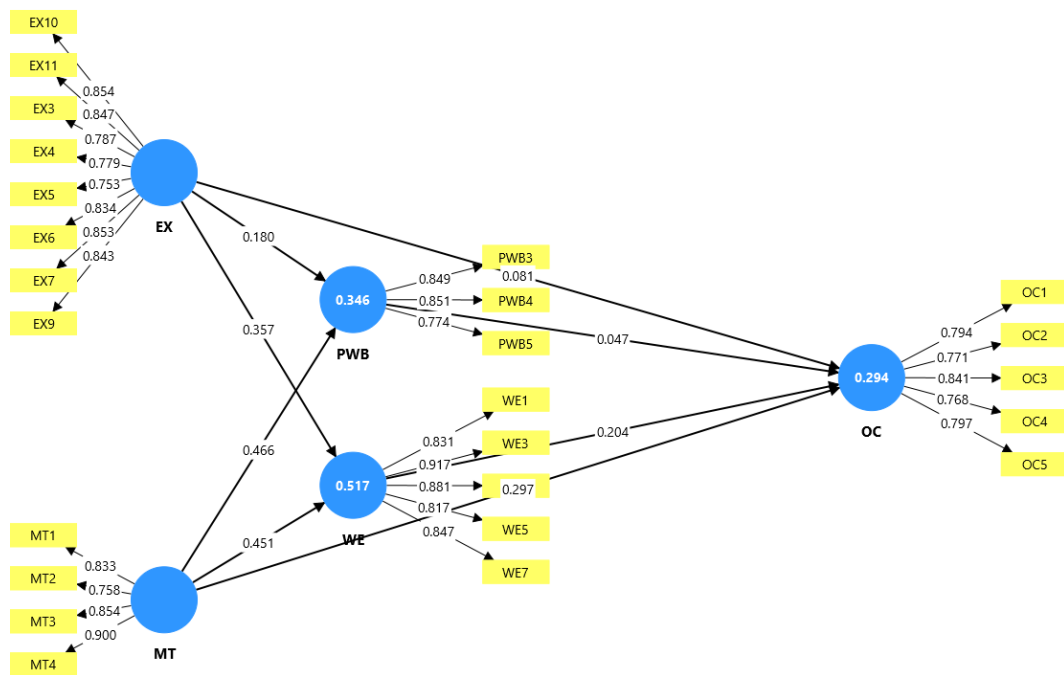


Figure 2. Research Model with Value
Source: Smart PLS v.4.1.1.6 Analysis Result

The original questionnaires for this research consisted of 33 indicating question items. However, during the first calculation of the outer loading, there were seven (7) indicators or question items of which the value was below 0.7, please refer to Table 4.7 below. According to Hair et al, 2019. Outer loading values below 0.7 will be problematic. Hence, those seven (7) indicators below 0.7 were then taken out of the model so that there would not be any errors in the next stage analysis. Indicators with outer loading values above 0.7 as in Table 3 was then to be used in the next step analysis.

Table 3. Original Outer Loading

	EX	MT	OC	PWB	WE
EX1	0.592				
EX10	0.82				
EX11	0.846				
EX2	0.426				
EX3	0.797				
EX4	0.78				
EX5	0.761				
EX6	0.823				
EX7	0.83				
EX8	0.679				
EX9	0.824				
MT1		0.803			
MT2		0.776			
MT3		0.828			
MT4		0.879			

	EX	MT	OC	PWB	WE
MT5		0.662			
OC1			0.789		
OC2			0.785		
OC3			0.852		
OC4			0.755		
OC5			0.798		
PWB1				0.496	
PWB2				0.561	
PWB3				0.835	
PWB4				0.848	
PWB5				0.712	
WE1					0.847
WE2					0.906
WE3					0.902
WE4					0.868
WE5					0.789
WE6					0.57
WE7					0.841

Source: Output SmartPLS version 4.1.1.6 (2025)

Table 4. Revised Indicators with Valid Outer Loading

	EX	MT	OC	PWB	WE
EX10	0.855				
EX11	0.847				
EX3	0.787				
EX4	0.778				
EX5	0.752				
EX6	0.834				
EX7	0.854				
EX9	0.844				
MT1		0.833			
MT2		0.758			
MT3		0.853			
MT4		0.9			
OC1			0.795		
OC2			0.77		
OC3			0.84		
OC4			0.768		
OC5			0.797		
PWB3				0.849	
PWB4				0.851	
PWB5				0.774	
WE1					0.846
WE2					0.924

	EX	MT	OC	PWB	WE
WE3					0.916
WE4					0.868
WE5					0.798
WE7					0.847

Source: SmartPLS version 4.1.1.6 output after indicator elimination (2025)

Heterotrait - Monotrait (HTMT) is needed to indicate that the entire constructs in the research model do have adequate discriminant validity. HTMT value in table 4.9. that is far below the critical threshold of 0.85 indicates that every construct is able to explain their own variables separately, without overlapping too much one another. Therefore, this measurement model has met strong discriminant validity criterion (Henseler et al., 2015), so that the constructs are worth testing in the inner model assessment.

Tabel 5. HTMT Discriminant Validity

	EX	MT	OC	PWB	WE
EX					
MT	0.647				
OC	0.397	0.552			
PWB	0.511	0.679	0.397		
WE	0.644	0.732	0.477	0.5	

Source: SmartPLS version 4.1.1.6 analysis results (2025)

The analysis in the next step is the Reliability Test by calculating the Cronbach's Alpha. The construct reliability assessment result showed that the entire variables in this research had significantly good internal consistency. The Cornbach's Alpha of each construct was ranging from 0.768 up to 0.934, above the minimum threshold of 0.70 as recommended by Nunnally and Bernstein (1994). Therefore, it was confirmed that the entire indicators within each construct did have sufficient internal stability. Afterward, the Composite Reliability (CR) value was then calculated, either measured through ρ_A or ρ_C , of which the value was between 0.770 and 0.948, which had met the composite reliability criteria ≥ 0.70 , as recommended by Hair et al. (2019). This finding indicated that each construct had a significantly good level of reliability in measuring the concept it represents. From the convergent validity side, the entire constructs showed the Average Variance Extracted (AVE) value between 0.631 and 0.753, exceeding the threshold of 0.50 (Fornell & Larcker, 1981). What it meant was that more than 50% of the indicator variances can be explained by other associated latent constructs, so that each construct was stated to have a strong convergent validity. Altogether, this result indicated that the measurement model had indeed met the reliability and convergent validity criterion according to the methodological standard in PLS-SEM analysis (Hair et al. 2021). Thus, they were stated to be worth testing to the proceeding analysis, that is the inner model assessment.

Table 6. Reliability Test Result

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EX	0.93	0.938	0.942	0.672
MT	0.857	0.863	0.904	0.702
OC	0.859	0.881	0.895	0.631
PWB	0.768	0.77	0.865	0.682
WE	0.934	0.934	0.948	0.753

Source: Data processing results using SmartPLS version 4.1.1.6 (2025)

Inner Model Assessment

Collinearity is measured using VIF (Variance Inflation Factor). The result of collinearity testing is presented below. The result of the original collinearity evaluation showed that one indicator had a VIF value of 5.704. According to Hair et al. (2019, 2021), collinearity will potentially be a problem when the VIF value is more than 5. Thereinafter, to be able to continue to the next step, the indicator of WE2 with the VIF value of 5.704 was then taken out of the model. The second collinearity evaluation result showed that the entire indicators employed in the research had the VIF (Variance Inflation Factor) value ranging from 1.248 up to 4.7. In general, these values are still within the tolerated acceptable level. Hair et.al (2019, 2021) stated that the collinearity is deemed unproblematic whenever the VIF value is below 5. Meanwhile the more conservative threshold is 3.3 as recommended by Kock (2015) to detect any common method bias. In this model, most of the indicators had a VIF value between 1.2 and 4.8. They were still within the safe range and did not indicate any harmful collinearity. Thus far, those indicators are still acceptable and will not raise any serious multicollinearity. This finding indicated that inter-indicators in each construct did not distort one another in terms of model estimation. Therefore, the collinearity assumption was met, and the measurement model was considered stable and free from any influence from exaggerating multicollinearity.

H1: Mental Toughness has a significant effect on Organizational Commitment (MT → OC)

The result of the research showed that Mental Toughness had significant effect toward Organizational Commitment ($\beta = 0.297$; $p = 0.014$). Mental Toughness was closely related to the capability of an individual in coping with stress, maintaining his/her emotional stability, as well as keep orienting to the goal (Clough & Strycharczyk, 2012). An individual with high level of Mental Toughness tends to have psychological resilience, so that s/he is more capable in building long term commitment toward the organization. This finding supports the literature on resilience-based commitment, stating that a tough individual had the tendency to maintain a long term relationship with work environment. The author, hence, states that Hypothesis 1 is accepted.

H2: Mental Toughness has a significant effect on Psychological Well-being (MT → PWB)

From this result, Mental Toughness has proven to have very significant effect on Psychological Well-Being ($\beta = 0.466$; $p = 0.000$). According to Clough and Strycharczyk

(2012), Mental Toughness is a strong predictor of psychological well-being because a tough individual tends to have better perception of self-control, emotion stability, and the capability in managing stress. Seligman (2011) also confirmed that dispositional character like optimism and resilience significantly impacts the level of psychological well-being. Therefore, the result of this research fits the theory stating that well-being is closely related to an individual's mental resilience capacity. Thus, herein, the author confirms that Hypothesis 2 is accepted.

H3: Psychological Well-Being has a significant effect on Organizational Commitment (PWB → OC)

The analysis result proved that Psychological Well-Being did not have significant effect toward OC ($\beta = 0.047$; $p = 0.693$). The results showed that the level of an individual's psychological well-being does not automatically build commitment toward the organization. Mowday, Porter, & Steers, 1982 explained that well-being is more of a personal condition, while commitment is more of an embodiment of bonding toward the organization. Therefore, an employee may feel very well in his/her being psychologically, but that does not mean that s/he has a sense of belonging to an organization. Herewith, the author states that Hypothesis 3 is rejected.

H4: Mental Toughness has a significant effect on Work Engagement (MT → WE)

The result of the research indicated that Mental Toughness had significantly given effect on Work Engagement ($\beta = 0.451$; $p = 0.000$). Individuals with high mental toughness tend to be more focused, persistent, and have stronger intrinsic motivation (Gucciardi et al., 2015). This is in line with the concept of Self-Determination Theory (Deci & Ryan, 2000), which explained that an individual with strong self-regulation would show higher level of engagement. Therefore, Mental toughness has become an essential predictor toward work engagement. Hence, the author states that Hypothesis 4 is accepted.

H5: Employee Experience has a significant effect on Psychological Well-being (EX → PWB)

The analysis result indicated that the relationship between EX (Employee Experience) and Psychological Well-Being is positive but insignificant ($\beta = 0.180$; $p = 0.067$). Even though that was the case, this relationship significance was on marginal level. When the author looked at the path coefficient of the original sample, it was shown to be 1.6 which showed that such value was bigger than 0 (>0), so the result was positive. Danna and Griffin (1999) confirmed that the quality of the work environment can influence the psychological well-being of employees. However, Seligman in 2011 stated that well-being was largely influenced by dispositional characteristics, and not merely by work environment. These statements are contradictory, but from the path coefficient and p-value of the bootstrapping, though it was positive, in fact it was insignificant. Hence, the author states that Hypothesis 5 is rejected.

H6: The employee experience of organizational members will have significant impact on work engagement (EX → WE)

Based on the analysis, it was found that Employee Experience (EX) proved to have significant effect on Work Engagement (WE) ($\beta = 0.357$; $p = 0.000$). This is in line with the theory on Job Demands-Resources Model (JD-R) by Bakker & Demerouti, 2017. They stated

that the organization resource power such as positive work environment, supporting work system, and good relationship with superiors can improve employees' engagement level. Thus, EX was an important component in building vigor, dedication and absorption of the employees' selves (Schaufeli et al., 2002). Therefore, the author states that Hypothesis 6 is accepted.

H7: The work engagement of organizational members will have significant impact on organizational commitment (WE → OC)

The analysis result indicated that the Work Engagement did not have significant effect on the Organizational Commitment ($\beta = 0.204$; $p = 0.131$). Scaufeli & Baker (2010) elaborated that engagement was closely related to work performance and daily motivation, but it did not generate loyalty toward the organization. In the context of modern employment market, employees might be very engaged but still have the intention to move to another organization whenever there are better career opportunities. Therefore, engagement does not always transform into affective commitment. Herein, the author would state that Hypothesis 8 is rejected.

H8. The employee experience of organizational members will have a significant impact on organizational commitment (EX → OC)

The analysis result indicated that Employee Experience (EX) had positive effect on the Organizational Commitment (OC) ($\beta = 0.081$; $p = 0.440$), but the effect was not significant. Therefore, positive work experience received by employees does not necessarily improve their commitment toward the organization. This finding is consistent with the organizational commitment theory by Meyer dan Allen (1997), explaining that commitment was mostly influenced by psychological factor like employees' identification toward the organization values, perception of justice and value appropriateness. Although it was stated to be that way, this research found that even though EX created comfortable and cozy working experience, it did not necessarily generate long term emotional engagement or commitment. Therefore, the author concludes that Hypothesis 8 is rejected.

CONCLUSION

This study concludes that Mental Toughness is the most dominant factor in the model, showing significant direct effects on Psychological Well-Being, Work Engagement, and Organizational Commitment, indicating that personal resources play a more critical role than organizational factors in shaping employee attitudes. In contrast, Employee Experience only significantly influences Work Engagement and does not directly impact Organizational Commitment. Additionally, neither Psychological Well-Being nor Work Engagement mediates the relationship between Mental Toughness or Employee Experience and Organizational Commitment, suggesting that commitment is driven primarily by internal personal strength rather than environmental or psychological conditions. Overall, the proposed model is not empirically supported, reinforcing the importance of individual resilience in fostering employee loyalty. Future research is recommended to explore additional organizational or contextual variables—such as leadership style, organizational culture, or job design—and to examine different industries or longitudinal settings to better understand the dynamics influencing Organizational Commitment.

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