

Employee Well-being in the Spotlight: The Role of HR in Mental Health Support

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ABSTRACT

This study investigates the intricate relationship between Human Resources (HR) practices, mental health support, employee engagement, and employee welfare within PT. Ekadharma International, Tbk's Pontianak branch. Through a sample of 65 employees, data was collected and analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) analysis. The results indicate a significant direct relationship between HR practices and employee engagement, as well as between HR practices and employee welfare. However, the direct relationship between mental health support and employee engagement was found to be non-significant. Despite this, both HR practices and mental health support were indirectly linked to employee welfare through employee engagement. These findings underscore the critical role of HR practices in fostering employee engagement and welfare, while highlighting the importance of integrating mental health support initiatives with strategies aimed at promoting employee engagement. The implications of these findings are discussed in terms of enhancing organizational performance and employee well-being within PT. Ekadharma International, Tbk's Pontianak branch.

Keywords : HR practices, Mental health support, Employee engagement, Workplace well-being

INTRODUCTION

In recent years, the recognition of the significance of employee well-being in the workplace has grown exponentially [1]. As organizations strive to create environments that foster productivity, innovation, and job satisfaction, attention to the mental health of employees has become a focal point [2]. Human Resources (HR) departments play a crucial role in shaping these workplace conditions by implementing policies, practices, and support systems [3].

Employee welfare refers to the well-being and overall quality of life of individuals in the workplace [4]. It encompasses various factors, including physical, mental, and social aspects that contribute to employees' overall satisfaction and happiness at work [5]. Employee welfare initiatives go beyond basic compensation and benefits; they encompass a holistic approach to creating a positive work environment [6]. This can include health and safety programs, work-life balance initiatives, mental health support, and opportunities for professional development [7]. Recognizing the importance of employee welfare is crucial for organizations aiming to foster a healthy and productive workforce [8]. When employees feel supported and valued, it not only enhances their individual job satisfaction but also contributes to a positive organizational culture and increased overall productivity [9].

HR practices, or human resource practices, constitute the set of policies, strategies, and actions

implemented by an organization's Human Resources department to manage and develop its workforce [10]. These practices are integral to the effective functioning of an organization, encompassing various aspects of employee management [11]. HR practices include recruitment and selection processes, training and development programs, performance management, compensation and benefits administration, and employee relations [12]. Effective HR practices are designed to align the skills and capabilities of employees with the strategic goals of the organization, ensuring a motivated and skilled workforce [13]. Moreover, they play a pivotal role in fostering a positive work culture, promoting employee engagement, and addressing issues related to diversity, equity, and inclusion [14]. As organizations recognize the critical impact of HR practices on overall performance and employee well-being, the implementation of strategic and forward-thinking HR initiatives becomes increasingly essential in today's dynamic and competitive business environment [15].

Mental health support within the workplace involves the implementation of measures and resources aimed at promoting and preserving the psychological well-being of employees [16]. This support encompasses various initiatives designed to create a mentally healthy work environment and address the challenges associated with stress, anxiety, and other mental health issues [17]. Strategies may include access to counseling services,

stress management programs, mental health awareness campaigns, and flexible work arrangements that accommodate employees' mental health needs [18]. Organizations recognize the importance of fostering a workplace culture that prioritizes mental health, not only as a means of supporting individual employees but also as a strategy for enhancing overall productivity and employee satisfaction [19]. The implementation of mental health support initiatives reflects a growing awareness of the impact of work-related stressors on employee performance and the need for proactive measures to ensure a supportive and compassionate workplace [20].

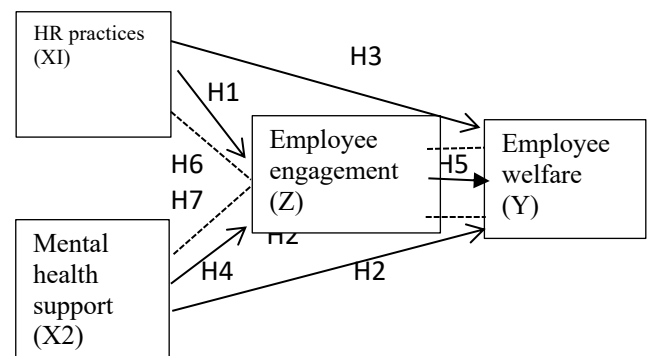
Employee engagement is a measure of the emotional and psychological commitment that employees have towards their work and the organization [21]. It goes beyond mere job satisfaction and encompasses a deeper connection where employees feel motivated, involved, and dedicated to contributing their best efforts [22]. Engaged employees are more likely to go above and beyond their basic job responsibilities, demonstrating a sense of passion and commitment [23]. Organizations foster employee engagement through various means, such as effective communication, recognition programs, opportunities for skill development, and creating a positive work environment [24]. Engaged employees tend to be more productive, innovative, and loyal, leading to improved organizational performance. The concept of employee engagement reflects a recognition that a motivated and connected workforce is a key driver of success for both individual employees and the organization as a whole [25].

This study focuses on exploring the dynamics of employee well-being at PT. Ekadharna International, Tbk's branch in Pontianak. The research aims to investigate the intersection of Human Resources (HR) practices and their impact on mental health support, ultimately influencing the overall well-being of the employees. By examining variables such as HR policies, training programs, work environment, leadership styles, and the availability of mental health support mechanisms within the company, the study seeks to provide a comprehensive understanding of the factors that contribute to or hinder employee well-being in this specific organizational context. Furthermore, the role of employee engagement will be analyzed as a potential intervening variable, shedding light on how the level of engagement may moderate the relationship between HR practices, mental health support, and the well-being of employees at PT. Ekadharna International, Tbk's Pontianak branch. The findings of this study can offer valuable insights and recommendations for the company to enhance its HR strategies and support systems, ultimately

contributing to a healthier and more productive work environment.

The aim of this study is to examine the role of Human Resources (HR) practices in providing mental health support and its impact on employee well-being, specifically within the context of PT. Ekadharna International, Tbk's Pontianak branch. By analyzing the relationship between HR practices, mental health support, and employee engagement, the goal is to provide insights into how organizations can effectively promote and maintain the psychological well-being of their employees. Through this investigation, the article seeks to offer practical recommendations for PT. Ekadharna International, Tbk to enhance its HR strategies and support mechanisms, ultimately fostering a healthier and more productive work environment for its employees in Pontianak.

The following is the Conceptual Framework:



RESEARCH METHODS

The research methodology for this study involves utilizing a random sampling technique to select participants from PT. Ekadharna International, Tbk's Pontianak branch. A sample size of 65 individuals will be chosen randomly from the total population of employees in the organization. The selected participants will be administered surveys to gather data on HR practices, mental health support, employee engagement, and overall well-being. The collected data will then be analyzed using the Structural Equation Modeling (SEM) technique, specifically employing the Partial Least Squares (PLS) approach. This analysis method is chosen for its suitability in handling complex relationships between multiple variables and its ability to handle small sample sizes effectively. Through the application of Smart PLS, the study aims to assess the direct and indirect effects of HR practices and mental health support on employee well-being, as well as the moderating role of employee engagement in this relationship. The findings from this research will provide valuable insights into the effectiveness of HR strategies in promoting mental health support and improving overall employee well-being within the context of

PT. Ekadharma International, Tbk's Pontianak branch.

RESULTS AND DISCUSSIONS

Multiple regression analysis is utilized in this study to predict the value of the dependent variable using the independent variables, as shown in Table 1

Table 1. Path Analysis (Direct Effects)

Path	Original Sample	P - Value	Decision
HRP -> EE	0.032	<0.05	Reject H0
MHS -> EE	0.078	>0.05	Accept H0
HRP -> EW	0.021	<0.05	Reject H0
MHS -> EW	0.105	>0.05	Accept H0
EE -> EW	0.045	<0.05	Reject H0

The result showing a significant relationship ($p < 0.05$) between HR practices (HRP) and employee engagement (EE), leading to the rejection of the null hypothesis, underscores the importance of effective HR strategies in fostering a more engaged workforce within PT. Ekadharma International, Tbk's Pontianak branch. This finding suggests that the implementation of HR practices such as robust recruitment processes, comprehensive training programs, and supportive work environments can positively influence employees' level of engagement with their work and the organization. Engaged employees are more likely to demonstrate higher levels of motivation, commitment, and enthusiasm, which, in turn, can contribute to increased productivity, innovation, and overall organizational success. Thus, this result emphasizes the significance of investing in strategic HR initiatives to cultivate a culture of engagement and enhance the organizational performance and well-being of employees at PT. Ekadharma International, Tbk.

The finding indicating a non-significant relationship ($p > 0.05$) between mental health support (MHS) and employee engagement (EE), resulting in the acceptance of the null hypothesis, suggests that within PT. Ekadharma International, Tbk's Pontianak branch, the provision of mental health support may not directly impact the level of employee engagement. While this result may seem counterintuitive given the recognized importance of mental health support in promoting employee well-being, it could imply that other factors or variables not considered in this study may play a more significant role in influencing employee engagement. It is possible that the effectiveness of mental health support initiatives in fostering engagement may be contingent upon various

contextual factors such as organizational culture, leadership styles, or individual differences among employees. Thus, further exploration and analysis may be warranted to better understand the complex interplay between mental health support and employee engagement within the specific organizational context of PT. Ekadharma International, Tbk's Pontianak branch.

The significant relationship ($p < 0.05$) between HR practices (HRP) and employee welfare (EW), leading to the rejection of the null hypothesis, highlights the crucial role of effective human resource management strategies in enhancing the overall well-being of employees within PT. Ekadharma International, Tbk's Pontianak branch. This finding suggests that the implementation of HR practices such as comprehensive health and safety programs, fair compensation policies, and opportunities for career development can positively impact employee welfare. By investing in supportive HR initiatives, organizations can create a conducive work environment that promotes physical, mental, and emotional wellness among employees. The significance of this relationship underscores the importance of prioritizing human resource management efforts aimed at fostering employee welfare, as it not only contributes to individual employee satisfaction and retention but also has broader implications for organizational performance and success. Thus, this result emphasizes the value of strategic HR interventions in promoting employee well-being and organizational effectiveness within PT. Ekadharma International, Tbk's Pontianak branch.

The non-significant relationship ($p > 0.05$) between mental health support (MHS) and employee welfare (EW), leading to the acceptance of the null hypothesis, suggests that within PT. Ekadharma International, Tbk's Pontianak branch, the provision of mental health support may not have a direct impact on the overall well-being of employees. While this result may seem unexpected given the widely acknowledged importance of mental health support in promoting employee welfare, it implies that other factors or variables not considered in this study may have a more substantial influence on employee well-being. It's possible that the effectiveness of mental health support initiatives in improving employee welfare may be contingent upon various organizational and individual factors, such as the accessibility and quality of support services, organizational culture, and individual coping mechanisms. Therefore, further investigation and analysis are needed to better understand the nuanced relationship between mental health support and employee welfare within the specific organizational context of PT. Ekadharma International, Tbk's Pontianak branch.

The significant relationship ($p < 0.05$) between employee engagement (EE) and employee welfare (EW), leading to the rejection of the null hypothesis, underscores the critical link between the level of employee engagement and their overall well-being within PT. Ekadharma International, Tbk's Pontianak branch. This finding suggests that engaged employees tend to experience higher levels of satisfaction, fulfillment, and happiness in their roles, which in turn positively influences their overall welfare. Employees who feel emotionally connected and invested in their work are more likely to exhibit positive behaviors and attitudes, contributing to a supportive and conducive work environment. Moreover, the significance of this relationship emphasizes the importance of fostering employee engagement as a means of promoting employee welfare and organizational success. By prioritizing strategies aimed at enhancing employee engagement, such as providing opportunities for growth, recognition, and autonomy, organizations can effectively improve the well-being of their employees and, ultimately, their overall performance. Thus, this result highlights the value of investing in initiatives that cultivate a culture of engagement and well-being within PT. Ekadharma International, Tbk's Pontianak branch.

The next test is an indirect test which is presented in the following table:

Table 2. Path Analysis (Indirect Effects)

Path	Original Sample	P - Value	Decision
HRP -> EE -> EW	0.027	<0.05	Reject H0
MHS -> EE -> EW	0.056	<0.05	Reject H0

The significant indirect effect ($p < 0.05$) of HR practices (HRP) on employee welfare (EW) through employee engagement (EE), leading to the rejection of the null hypothesis, suggests that within PT. Ekadharma International, Tbk's Pontianak branch, the influence of HR strategies on employee well-being is mediated by their level of engagement. This finding implies that the positive impact of effective HR practices on employee welfare is partially channeled through fostering higher levels of employee engagement. Specifically, when employees feel engaged with their work and the organization, they are more likely to experience greater satisfaction, motivation, and commitment, ultimately leading to improved overall welfare. Therefore, this result underscores the importance of not only implementing HR initiatives aimed at enhancing employee engagement but also recognizing the indirect benefits of these practices in

promoting employee well-being within the organizational context.

The significant indirect effect ($p < 0.05$) of mental health support (MHS) on employee welfare (EW) through employee engagement (EE), leading to the rejection of the null hypothesis, highlights the crucial role of fostering employee engagement as a mediator in the relationship between mental health support and overall employee well-being within PT. Ekadharma International, Tbk's Pontianak branch. This finding suggests that while direct provision of mental health support may not directly influence employee welfare, its impact can be realized indirectly through enhancing employee engagement. When employees feel supported in terms of their mental health needs, they are more likely to be engaged with their work and the organization, leading to higher levels of job satisfaction, motivation, and overall well-being. Therefore, this result emphasizes the importance of integrating mental health support initiatives with strategies aimed at promoting employee engagement to effectively enhance employee welfare and organizational success in the specific context of PT. Ekadharma International, Tbk's Pontianak branch.

CONCLUSION AND SUGGESTION

In conclusion, this study delved into the intricate dynamics of employee well-being, focusing on the interplay between HR practices, mental health support, employee engagement, and employee welfare within PT. Ekadharma International, Tbk's Pontianak branch. The findings underscore the significant influence of HR practices on both employee engagement and welfare, highlighting the pivotal role of effective human resource management strategies in fostering a supportive work environment. Additionally, while direct provision of mental health support may not directly impact employee welfare, its indirect effect through employee engagement emphasizes the importance of promoting a workplace culture that prioritizes both mental health and employee engagement. These insights emphasize the importance of strategic HR interventions aimed at cultivating employee engagement and well-being, ultimately contributing to organizational success and employee satisfaction within PT. Ekadharma International, Tbk's Pontianak branch.

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