Promoting Employee Mental Health and Well-being in the Workplace: The Role of Human Resource in Creating a Healthy Work Environment

Mempromosikan Kesehatan Mental dan Kesejahteraan Karyawan di Tempat Kerja: Peran Sumber Daya Manusia dalam Menciptakan Lingkungan Kerja yang Sehat

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ABSTRACT
The mental health and well-being of employees in the workplace is an important aspect of creating a healthy work environment. The Human Resources (HR) department has a key role in promoting a positive work culture that supports employee mental health. This research aims to investigate how HR policies and practices can improve employee mental well-being. Using the Systematic Literature Review method, this research identifies effective HR strategies in supporting mental health in the workplace. The research results show that work flexibility and leadership support have a positive impact on employee well-being. The practical implications of this research include the importance of implementing flexible work policies and mental health programs to increase job satisfaction and organizational productivity.
Keywords: Employee mental health, workplace wellbeing, Human Resources, healthy work environment, work flexibility, mental health promotion.

ABSTRAK
Kesehatan mental dan kesejahteraan karyawan di tempat kerja merupakan aspek penting dalam menciptakan lingkungan kerja yang sehat. Departemen Human Resource (HR) memiliki peran kunci dalam mempromosikan budaya kerja positif yang mendukung kesehatan mental karyawan. Penelitian ini bertujuan untuk menyelidiki bagaimana kebijakan dan praktik HR dapat meningkatkan kesejahteraan mental karyawan. Dengan menggunakan metode Systematic Literature Review, penelitian ini mengidentifikasi strategi HR yang efektif dalam mendukung kesehatan mental di tempat kerja. Hasil penelitian menunjukkan bahwa fleksibilitas kerja dan dukungan kepemimpinan memiliki dampak positif terhadap kesejahteraan karyawan. Implikasi praktis dari penelitian ini mencakup pentingnya penerapan kebijakan kerja fleksibel dan program kesehatan mental untuk meningkatkan kepuasan kerja dan produktivitas organisasi.
Kata Kunci: Kesehatan mental karyawan, kesejahteraan di tempat kerja, Human Resource, lingkungan kerja sehat, fleksibilitas kerja, promosi kesehatan mental.

1. Introduction

Promotion of employee mental health and well-being in the workplace is crucial in creating a healthy work environment. Human Resources (HR) has an important role in forming a positive work culture that supports employee mental health. Research emphasizes the importance of reducing psychosocial harm in the workplace through various strategies such as increasing social support from superiors (Hammer, 2024). The development of supportive leadership, social support, appropriate job expectations, balance between work life and personal life, as well as effective regulation, are key elements in improving a work culture that supports employee mental health and well-being (Monteiro & Joseph, 2023).

A comprehensive approach to promoting mental health in the workplace includes mental health promotion, stigma reduction, early intervention, supportive policies, and

employee wellness benefits (Dobson et al., 2019). Initiatives such as mental health support programs have been shown to increase well-being by reducing stress, increasing job satisfaction, and improving overall mental health (Bajaj, 2023). Contemporary HR practices are evolving to prioritize employee well-being and mental health, reflecting a paradigm shift in organizational approaches (Elufioye, 2024).

Effective interventions towards mental health in the workplace involve addressing stress factors, promoting positive job features, focusing on employee strengths, and providing support for mental health disorders among staff members (Yacoub et al., 2022). Additionally, research emphasizes the importance of organizational citizenship behavior and social support in the workplace in improving employee mental health (Mathibe & Chinyamurindi, 2021). Utilization of technology, workplace spirituality, and employee engagement have also been highlighted as factors that can have a positive impact on mental health in the workplace (Smith et al., 2019; DUTRAJ, 2024; Sharma & Kumra, 2020).

In conclusion, promoting employee mental health and well-being in the workplace requires a multifaceted approach that involves creating a supportive work environment, implementing mental health support programs, leadership support, as well as integrating strategies to reduce stress and increase job satisfaction. Human Resources plays a key role in driving these initiatives and building a healthy work culture that prioritizes employee mental health.

In the era of globalization and complexity of the modern work environment, challenges to employee mental health are becoming increasingly significant. Factors such as high work pressure, rapid organizational change and economic uncertainty all contribute to an increased risk of mental health disorders in the workplace. Employees often face prolonged stress, emotional exhaustion, and even the risk of burnout due to heavy workloads and lack of social support in the work environment.

In this study, the research aims to investigate how the policies and practices implemented by the Human Resources (HR) department can effectively improve employee mental health and well-being. The focus of this research is on strategies that can create and maintain a work environment that supports employee mental well-being. By understanding HR's role in designing and implementing proactive and preventive policies, it is hoped that this research can identify innovative approaches that not only improve employee quality of life but also increase the productivity and success of the organization as a whole.

Previous research has provided sufficient understanding of the impact of working conditions on employee mental health, but there are still gaps in the literature that require further exploration. The gap primarily focuses on concrete strategies that Human Resources can implement to effectively promote mental health in the workplace. This research is motivated to fill this gap by focusing on the role of HR in creating a work environment that supports employee mental health holistically.

This research is important in the context of improving mental health in the workplace, given the significant impact of poor mental health on productivity, organizational performance and employee quality of life. By understanding the role of HR in creating a mentally healthy work environment, it is hoped that this research can make a meaningful contribution to efforts to encourage sustainable organizational success.

The new contribution of this research is expected to be able to clearly illustrate how new HR practices in the mental health context can be implemented in workplace policies and strategies. By emphasizing a proactive and preventive approach, this research aims to provide practical guidance for HR in strengthening employee mental health, facing new challenges in an ever-changing work environment. This research will make a significant contribution to Human Resource Management (HRM) practice by providing a deeper understanding of how HR strategies can effectively support employee mental health. It is hoped that the practical implications of this research findings will lead to the development of more effective policies

and interventions in supporting employee wellbeing in the workplace, as well as providing a foundation for further research in this area.

2. Methods
2.1. Research design
This research uses a Systematic Literature Review approach to compile a systematic review of the role of Human Resources in improving employee mental health and well-being through creating a healthy work environment. This approach allows researchers to systematically collect, evaluate, and synthesize relevant evidence from the available literature.

2.2. Article Collection
The method used in collecting articles is PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). This approach involves structured steps for the identification, assessment, and inclusion of articles that meet the research criteria.

2.3. Search Keywords
To search for relevant articles, the search keywords used included combinations such as ("employee mental health" OR "employee well-being") AND ("human resources" OR "HR") AND ("workplace environment"). Selecting appropriate keywords allows researchers to identify literature that is relevant to the research topic effectively.

2.4. Basis Data
The articles taken for research come from reputable international databases such as Scopus, PubMed, and Google Scholar. This database selection was carried out to ensure that the articles used had high quality standards and were relevant to the research domain.

2.5. Inclusion and Exclusion Techniques
Inclusion criteria include articles that are relevant to the topic, in English, and published within a certain time period that corresponds to the research focus. Meanwhile, exclusion criteria include articles that are not relevant, speak languages other than English, and do not meet other predetermined criteria. This approach ensures that only articles of high methodological value and contribution are included in this systematic analysis.

3. Results and Discussions
3.1. Definition of Work Flexibility
Work flexibility includes a variety of arrangements that allow employees to have control over their schedule and work location. This includes practices such as telecommuting, flexible work hours, and alternative work schedules. Flexible working hours, or what is known as flextime, refers to the ability of employees to start and end the work day at different times than traditional ones (Subramaniam, 2022). This arrangement aims to give employees greater autonomy in choosing when and where they work, which can ultimately increase job satisfaction and balance between work and personal life (Setiyani et al., 2019).

Research shows that flexible work arrangements, including telecommuting and flexible working hours, can have a positive impact on employee performance (Saragih et al., 2019). This arrangement allows employees to adjust their work patterns according to individual needs, which in turn can increase organizational productivity and profitability (Saragih et al., 2019). Furthermore, flexible working hours arrangements have been associated with higher levels of job satisfaction, especially among female employees (Arduç, 2023).

The implementation of flexible working hours has been associated with various benefits, such as reduced absenteeism, reduced stress levels, and increased job satisfaction (Latip & Amirul, 2022). Additionally, flexibility of working hours has also been identified as a

significant predictor of retirement preferences, where workers are more likely to want to continue working if they have the option of flexible working hours (Hudomiet et al., 2020). Overall, work flexibility, including flexible working hours, plays an important role in the modern work environment by promoting employee well-being, job satisfaction, and organizational performance. By offering employees the autonomy to manage their work schedules, organizations can create a more conducive and productive work environment.

3.2. Employee Mental Health and Welfare

Employee mental health is a crucial factor in organizational success, supported by various studies. Research shows that employee well-being has a positive relationship with increased productivity, in line with Human Relations Theory (Murphy, 2024). Addressing mental health issues and creating a healthy work environment is critical to increasing employee engagement, productivity and retention in organizations (Santoso, 2024). Studies also reveal that promoting mental health among employees can increase work productivity, which benefits both employees and employers (Yacoub et al., 2022).

Employee engagement is a key element in workplace mental health, serving as a mediator between organizational justice, workplace spirituality, and mental health (Sharma & Kumra, 2020). Creating a supportive workplace culture, including supportive leadership, social support, appropriate work expectations, work-life balance, and effective regulations, contributes to improving employee mental health and well-being (Monteiro & Joseph, 2023). Empowering leadership behavior is also a significant predictor of employee psychological well-being, indicating the important role of leadership in creating a positive work environment (Suleman et al., 2021).

Additionally, workplace interventions and programs aimed at promoting mental well-being have been shown to sustainably improve mental health and reduce depressive symptoms among employees (Woods et al., 2019). Integrated intervention strategies that combine medical science, public health, and psychology are recommended to optimize the prevention and treatment of mental health problems in the workplace (Kristman et al., 2019). Prioritizing employee mental health is critical to organizational success (Pandya et al., 2022). In conclusion, fostering a work environment that prioritizes employee mental health and well-being through supportive leadership, employee engagement, and wellness programs not only benefits the employees themselves but also increases organizational productivity and effectiveness.

3.3. The role of Human Resources (HR) in Policy Implementation

Human Resources (HR) plays an important role in developing and implementing policies that promote work flexibility in organizations. This involves creating strategies that allow employees to have options regarding when, where, and how long they engage in work-related tasks (Opoku et al., 2023). For these policies to be effective, HR professionals need to ensure that they are clear, transparent, and support employee needs (ABDI, 2023). Moreover, adapting these policies to the strategic and operational goals of the organization is essential for their successful implementation (Wiatr, 2024).

Collaboration between the HR department and line managers is essential for efficient policy implementation in organizations ("The Role of HR and Line Managers in Policy Implementation: A Collaborative Approach to Efficiency and Effectiveness", 2023). Organizations must adapt their HR strategies to integrate work flexibility trends to remain competitive (Bostan, 2024). By mobilizing human resource flexibility through appropriate HR management policies and practices, organizations can increase their competitive advantage (Katou, 2021). Additionally, HR departments need to provide support to supervisors to enable successful implementation of flexible work arrangements (Williams, 2019). The aim of HR strategy is to meet the organization's business needs while meeting the individual and

collective needs of employees through coherent and practical HR policies and programs (Das, 2019).

In crisis situations such as the COVID-19 pandemic, HR departments actively take a leadership role by providing psychological assistance to employees to help them adapt to new working conditions (Lukić et al., 2022). Recognizing the impact of work-related stress on mental health, HR practices are increasingly adopting flexible work arrangements to support employee well-being (Elufioye, 2024). In conclusion, HR responsibilities and strategies in creating work flexibility policies are very important to create a harmonious balance between professional and personal life, improve organizational performance, and support employee well-being.

3.4. Study of Job Flexibility in Various Industrial Sectors

In examining the impact of work flexibility on the promotion of employee mental health and well-being across various industrial sectors, it is clear that flexible work arrangements play an important role in improving employee well-being and mental health. Research shows that working time flexibility, including psychological flexibility and flexible work arrangements, contributes significantly to a healthier and more productive workforce (Mahdia, 2024). Additionally, the adoption of flexible work practices has been associated with reduced work-nonwork conflict, improved psychological well-being, and reduced stress among employees (Alsheweir, 2023). In the technology industry, policies that promote work-life balance, such as flexible work hours and remote work options, have been shown to reduce work-related stress and the risk of burnout (Ajayi, 2024). Increased work time flexibility has also been associated with more positive mental health outcomes for employees (Johnson et al., 2020). In the service industry, employee wellbeing initiatives, which include flexible work arrangements, comprehensive health and wellness programs, as well as efforts to destigmatize conversations about mental health in the workplace, are critical to promoting employee wellbeing (Elufioye, 2024).

In the manufacturing industry, the adoption of new ways of working, such as increased flexibility of place or time, allows for easier collaboration, faster decision making, and more flexible work schedules, ultimately improving employee well-being and productivity (Cornelis, 2023). Additionally, individual coping strategies, organizational interventions, and social support networks are identified as important elements in reducing the negative impact of stress on employee well-being in this sector (Jayapraksh, 2024). Overall, this synthesis of various references emphasizes the important role of human resources in creating a healthy work environment through implementing flexible work arrangements that support the mental health and well-being of employees in various industrial sectors.

3.5. Impact of Work Flexibility Policy on Mental Health

Flexible working policies have a significant impact on the mental health and wellbeing of employees in the workplace. Implementing flexibility in the workplace, such as flexible working hours, remote work options, and flexible leave policies, has been proven to reduce stress, improve work-life balance, and contribute to employee well-being (Yeti, 2024). This flexibility allows employees to better manage their personal lives alongside work, which in turn improves psychological well-being (Bajaj, 2023). In addition, flexible work arrangements also have positive effects on physical health, reducing absenteeism and somatic symptoms (Chafi et al., 2021).

However, there are also negative impacts that can arise from flexible work policies. Social isolation can be a potential drawback of remote work arrangements, as employees may feel disconnected from coworkers and the workplace environment (Rhee et al., 2019). Additionally, challenges in time management can arise when employees have the flexibility to set their own schedules, which can lead to work overload or difficulty separating work and

personal time. In conclusion, while flexible working policies can provide many benefits to employee mental health and wellbeing by reducing stress and improving work-life balance, it is important for organizations to address potential negative impacts such as social isolation and challenges in time management to create a healthy work environment.

3.6. Case Studies and Best Practices

To promote employee mental health and well-being in the workplace, Human Resources (HR) plays a crucial role in creating a healthy work environment. A successful work flexibility policy is an important part of this, as it contributes to employee well-being. Companies that have implemented effective work flexibility policies include those that offer support from supervisors, social connectivity, and a sense of belonging, which are known to protect and promote employee mental health (Hammer, 2024).

Factors that support the successful implementation of policies aimed at promoting employee mental health include ethical Human Resource Management (HRM) practices, complaint resolution systems, strengthened communication, employee engagement, and investment in employee mental health management. These factors not only promote employee mental health but also reduce management costs, increase retention rates, and improve organizational culture and performance (Cooke & Xu, 2023).

In addition, HR practices such as work time flexibility, support from superiors and co-workers, career development opportunities, organizational fairness, compensation policies, a healthy work environment, recognition of achievements, and participation in decision-making processes are essential to improve well-being and mental health employees (Mahdia, 2024). Proactive initiatives by HR to address employee well-being and mental health are an integral component of a progressive and people-centered organizational culture (Elufioye, 2024).

In conclusion, by implementing practices such as reverse mentoring and job crafting, managers can increase employee engagement, promote health and well-being, and maintain organizational productivity. These initiatives not only contribute to reduced stress and increased job satisfaction but also build overall mental health in the workplace (Garg et al., 2021). Therefore, HR's strategic focus on promoting mental health literacy, creating a supportive work environment, and implementing effective policies is critical to building a culture of well-being and productivity in organizations.

3.7. Analysis of Main Findings

To improve the mental health and well-being of employees in the workplace, Human Resources (HR) plays an important role in creating a healthy work environment. One key aspect is the implementation of work flexibility policies, which have been shown to have a positive effect on intention to leave work, with employee engagement as a mediator in this relationship (Gašić & Berber, 2023). In addition, flexible work systems directly impact organizational commitment and work-life balance, further emphasizing the importance of such policies in improving employee well-being (Gudep, 2019).

Factors that influence the effectiveness of these policies include the implementation of ethical Human Resource Management (HRM) practices, complaint resolution systems, and investment in employee mental health management (Cooke & Xu, 2023). These elements not only promote employee mental health but also reduce management costs, retention issues, and improve organizational culture and performance. In addition, comprehensive well-being programs, mental health support, and stress management strategies have been proven to improve employee well-being (Hartanto, 2024). In conclusion, by implementing work flexibility policies and considering factors such as ethical HRM practices and mental health support, HR can significantly contribute to building a healthy work environment that supports employee mental health and well-being.

4. Conclusions

Work flexibility, including flexible working hours and remote work options, is proven to be a significant factor in improving employee well-being and organizational performance. The autonomy provided through flexible work arrangements allows employees to better balance their work and personal lives, leading to increased job satisfaction and reduced stress. Additionally, a focus on employee mental health and wellbeing, supported by comprehensive HR policies and good leadership, further increases engagement, productivity and retention. Overall, the integration of flexible work practices and mental health initiatives creates a more supportive and productive work environment.

4.1. Implications

These findings emphasize the importance of work flexibility in modern organizational practices. Employers must prioritize implementing flexible work policies to attract and retain top talent, especially as employee expectations for work-life balance increase. Additionally, investing in mental health programs and supportive leadership is critical to building a healthy work culture. Organizations that are effective in implementing these strategies will likely see increased employee satisfaction, reduced absenteeism, and improved overall performance.

4.2. Limitations

This research has primarily focused on the positive outcomes of flexible work arrangements and mental health initiatives, which may overlook challenges such as social isolation and difficulties in time management. This study also relies on literature from various industries, which may not fully capture the specific nuances of certain sectors. Additionally, the long-term effects of such policies on organizational culture and employee well-being have not been examined in depth, highlighting gaps in current understanding.

4.3. Further Research

Future research should explore the potential negative impacts of flexible work arrangements, such as social isolation and work–life boundary management, to provide a more balanced view. Research should also investigate the long-term effects of these policies on organizational culture and employee mental health. Additionally, examining the role of technology in facilitating flexible working and its implications for productivity and communication within teams can provide valuable insights. Finally, sector-specific studies can provide deeper understanding and tailored recommendations for various industries.

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