



The Influence of a Work Environment that Supports Employee Health and Wellness and Human Resource Development on Employee Performance at PT Pusri Palembang

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Abstract This research aims to analyze the effect of a work environment that supports employee health and wellness and human resource development on employee performance at PT Pusri Palembang. The research objectives are to assess the extent to which these factors influence employee performance and to provide actionable recommendations for improving workplace practices and employee development strategies. The research employs a quantitative research method with a multiple linear regression analysis approach to determine the relationship and significance of the variables. The population comprises all 1,692 permanent employees of PT Pusri Palembang. Using the proportional sampling method, a sample of 100 employees from various compartments led by Super Vice Presidents (SVPs) was selected. The findings reveal that both a supportive work environment and human resource development have a positive and significant impact on employee performance. The research suggests that leaders should recognize and reward employees delivering excellent results and provide appropriate training and resources, particularly for employees assigned roles misaligned with their education and skills.

Keywords: work environment, human resource development, employee performance.

Introduction

The existence of human resources in an organization is a valuable asset for the organization itself. The success of an organization is determined by the quality of the people in it. Human resources will work optimally if the organization can support their career advancement by seeing what exactly their competencies are. Usually, competency-based human resource development will increase employee productivity so that the quality of work is also higher and leads to customer satisfaction and the organization will benefit (Jelina, 2023a)

PT Pupuk Sriwidjaja Palembang (Pusri) is one of the oldest fertilizer producers in Indonesia. PT Pupuk Sriwidjaja Palembang, better known as Pusri, was established on December 24, 1959 based on notarial deed number 177 of Eliza Pondaag in Palembang city, South Sumatra and as the first urea fertilizer producer in Indonesia. Pusri has changed its form of business entity several times. In 1997 Pusri was appointed as the holding company of four state-owned companies engaged in the fertilizer and petrochemical industry namely PT Petrokimia Gresik, PT Pupuk Kujang, PT Pupuk Kaltim, and PT Pupuk Iskandar Muda and a state-

owned company engaged in engineering, procurement & construction (EPC) namely PT Rekayasa Industri and added 1 more state-owned company in 1988 engaged in trading namely PT Mega Eltra.

In 2010 Pusri underwent another change in its articles of association where it was separated (spin off) from PT Pupuk Sriwidjaja (Persero) to PT Pupuk Sriwidjaja Palembang. This change was stated in the Extraordinary General Meeting of Shareholders on December 24, 2010 and for the handover of positions and transfer of rights and obligations effective as of January 1, 2011. Pusri continued to use the Pusri logo and trademark and PT Pupuk Sriwidjaja (Persero) became PT Pupuk Indonesia (Persero) or Pupuk Indonesia Holding Company (PIHC) and used the Pupuk Indonesia trademark and logo. This condition makes Pusri's legal status change into a subsidiary of SOE.

PT Pusri Palembang intends to initiate activities for employee mental health to support productivity and superior work performance. Comprehensive employee mental health programs are required to prevent, detect, and address mental health issues that may negatively impact employee productivity and work performance. The programs related to employee mental health carried out are an integral part of the Psychological Factor Measurement and Control activities as referred to in the Indonesian Minister of Manpower Regulation No. 5 of 2018 concerning Occupational Safety and Health in the Work Environment.

Table 1. Types of Programs at the Organizational Level of PT Pusri Palembang

No.	Program Type
1	Establish Baseline
2	Voice of Employees
3	Review Policy & Programs
4	Awareness and Advocacy
5	Targeted Training
6	Strengthening EAP
7	Multifaceted Access to Care
8	Implementation & Monitoring

Source: Internal Data, processed 2024

The next step is to produce an executive summary (the results of the work stress diagnosis survey) that has been conducted by the company on a number of employees and submit the results at point a, to the company's top management to determine the follow-up program. The following are examples of programs related to mental health interventions that have been carried out from these 3 levels, namely:

- 1) S2 education program in order to prepare employees' future competencies, as well as meet the needs of strategic plans that refer to the company's long-term plan (RJP).
- 2) Award to the "Best Worker".

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- 3) Employee competency improvement program through an application where this application can encourage the creation of a culture of self-learning.
- 4) Implementation of employee wellbeing in the corporate environment.
- 5) SOE learning festival 2024 (self learning initiatives, online learning platform (learning experience platform, learning festival race).
- 6) The inauguration of PT Pusri Palembang's day care home includes health counseling services, a playground for children, breastfeeding, complementary feeding, etc.
- 7) Employee Well-Being Policy (EWP) within State-Owned Enterprises, considering the important role of employee well-being, especially the social aspect, to support the sustainable improvement of Pupuk Indonesia Group's performance.
- 8) Providing assistance for Hajj travel costs (full for selected employees, and not full Hajj assistance for all employees).
- 9) Health insurance for all employees (BPJS and private insurance).
- 10) Coaching programs by superiors to subordinates (proactive coaching and reactive coaching).
- 11) Sharing sessions that are routinely held by echelon 1 and BOD.
- 12) Socialization of EAP program in PT Pusri Palembang.
- 13) Appeals to do regular exercise (running, cycling, and or group exercise) which is controlled through the "viral" application and many other programs that support the wellness and health of employees at PT Pusri Palembang.

Regarding the employee assistance program (EAP), which is currently a concern of the company and the initial stage (individual level), it is motivated by employee turnover and surveys related to stress diagnosis conducted in 2021. In the 2015-2021 period, the average employee turnover per year was 0.31%, with the three most common reasons being working elsewhere, entrepreneurship, and family. The highest complaints from resigned employees are related to career advancement (50%), work welfare (20.59%), and others (29.41%). Meanwhile, the 2021 stress diagnosis survey, conducted with 364 employees (including 65 employees aged 22–55 years, averaging 35 years, with a working period of 4–35 years, averaging 12 years), revealed that the primary work stressors causing moderate and severe stress were related to the responsibility for others. To deepen the understanding of stress diagnosis, another survey was conducted in July 2022 involving 204 employees, yielding the following results: (1) the stress level of PT Pusri employees remains relatively high, with a percentage score of 62.75%; (2) four factors significantly burden employees' mental health; and (3) 77.5% of respondents expressed that the Pusri employee assistance program is crucial to implement in the company.

The objectives of this research are to evaluate the significance of the Employee Assistance Program (EAP) in addressing workplace stress and its impact on employee performance and retention. Additionally, the research aims to identify

the primary stress factors and propose actionable solutions for fostering a healthier and more productive work environment. The benefits of this research include providing evidence-based recommendations to improve employee well-being, reduce turnover rates, and enhance organizational effectiveness through the implementation of targeted assistance programs.

Method

In this research, the population consists of 1,692 permanent employees of PT Pusri Palembang. To determine the sample size, Slovin's formula was applied, resulting in a sample of 100 employees proportionally selected from each department led by a Super Vice President (SVP). The proportional sampling method ensured fair representation of each department relative to its size within the population. Data were collected through structured questionnaires designed to capture quantitative insights on the research variables. To ensure reliability, the questionnaire underwent a pre-test using a pilot research, allowing for adjustments and refinements based on feedback. Additionally, reliability testing, such as Cronbach's alpha, was performed to confirm the consistency of the responses. Randomized selection of respondents within each department minimized selection bias, while standardized data collection protocols ensured uniformity in administering and retrieving the questionnaires. Anonymity and confidentiality were maintained to encourage honest and accurate responses, with participants assured that their identities and answers would remain protected. The collected data were then subjected to thorough cleaning and verification to eliminate incomplete or inconsistent entries. These steps collectively enhanced the credibility and reliability of the research methodology, ensuring robust and valid findings.

Results and Discussion

- 1) The work environment that supports mental health and wellness (X1), has a beta value of 0.340 with a significant value of 0.000 which is smaller than 0.05. This shows that the work environment variable supports mental health and wellness has a positive and significant influence on employee performance at PT Pusri Palembang. This proves that the first hypothesis on work environment variables that support mental health and wellness has a positive and significant effect can be accepted.
- 2) Human resource development (X1), has a beta value of 0.538 with a significant value of 0.000 which is smaller than 0.05. This shows that the human resource development variable has a positive and significant effect on employee performance at PT Pusri Palembang. This proves that the second hypothesis on human resource development variables has a positive and significant effect can be accepted.

The Effect of a Work Environment that Supports Mental Health and Wellness on Employee Performance at PT Pusri Palembang

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The work environment has a positive and significant effect on employee performance. These results are in line with the results of research from (Marcelia et al., 2022); (Rianda & Winarno, 2022); (Ratnasari et al., 2021); (Rasool et al., 2021); (Yusof et al., 2021); (L'opez-Cabarcos et al., 2021); (Taiwo, 2020); (Jayaweera, 2020); (Bushiri, 2020); (Nzewi et al., 2020); (Ndolo, 2020); (Paramarta & Astika, 2020) shows the results that the work environment has a positive and significant effect on employee performance.

The results of respondents' responses to the indicator I feel that being given an award in the form of recognition from my superiors makes me more diligent and provides results as expected shows the lowest value. Based on interviews conducted by the author with several respondents who are employees at PT Pusri Palembang said that there is still a lack of appreciation in the form of recognition given by superiors for good work results and in accordance with company expectations. Employees feel that they are still not appreciated for the hard work they have done. Superiors do not give awards, where this award is very much needed for employees, especially employees who have been able to provide good work results. This is one of the enthusiasms for employees to provide much better work results than before and be able to become an example for other employees to try to provide good work results.

In the work atmosphere indicator, having a comfortable and clean atmosphere shows the highest score. This shows that the workspace, the company environment has a fairly comfortable and clean atmosphere, where the provision of facilities that are in accordance with the needs of employees and the cleaning that is carried out regularly both in buildings and in electronic devices such as air conditioners / air conditioners that are checked and cleaned regularly and good indoor air quality and air circulation. With good air circulation, especially in the room, the condition of the room can be more comfortable even though it uses air conditioning.

The Effect of Human Resource Development on Employee Performance at PT Pusri Palembang

Human resource development has a positive and significant effect on employee performance. This result is in line with the research results from (Yani, 2024); (Rachmatika, 2024); (Tabiu, 2023(Hee, 2023) (Hee, 2023));(Jiang, 2023) (Rivanka(Jelina, 2023b); (Agustini, 2023); (Jelina, 2023); (Krisdianto, 2022); (Rintjap, 2021); (Wibowo, 2021); (Kareem, 2020); (Arubayi, 2020) shows that human resource development has a positive and significant effect on employee performance.

The results of respondents' responses to the education indicators possessed by these employees are in accordance with the job desc given showing the lowest value. This shows that it is suspected that there is still a job desc that is not in accordance with the level of education owned by employees. Based on the results of interviews with several respondents who are employees of PT Pusri Palembang said that their current job desc is not in accordance with the level of education and

skills they have. So this has an impact on the employee's obstruction in carrying out his work and work results that are not in accordance with expectations. Employees said that they still continue to adapt by trying to do the work given even though there are obstacles in doing it.

The indicator that the company provides opportunities for employees to continue to develop their skills shows the highest value. This shows that PT Pusri Palembang provides opportunities for its employees to continue to develop their skills in supporting their work. By providing several trainings that are in accordance with the needs and facilitating for employees to follow the program held by themselves by inviting trainers who are in accordance with the needs or provide facilities to conduct individual training outside the program held by the company.

Conclusion

The findings of this research demonstrate that a work environment supporting mental health and wellness positively and significantly influences employee performance at PT Pusri Palembang. Similarly, human resource development initiatives also have a positive and significant impact on employee performance. These results highlight the critical role of fostering a healthy and supportive workplace while investing in employee development to enhance productivity and overall organizational success. Future research could explore the long-term effects of sustained mental health programs and HR development strategies on performance outcomes, investigate specific interventions that yield the most significant improvements, and assess their applicability across different organizational contexts and industries. Additionally, examining the interplay between mental health support and HR development in shaping employee satisfaction, retention, and career growth could provide valuable insights for refining workplace policies and practices.

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