

# HRM Strategies in Creating a Conducive Work Environment and Increasing Organizational Commitment

<sup>1</sup>Jeje Abdul Rojak, <sup>2</sup>Mochamad Irfan, <sup>3</sup>Arif Rachman Putra

<sup>1</sup>Sunan Ampel State Islamic University of Surabaya, Indonesia

<sup>2</sup>Mayjen Sungkono University of Mojokerto, Indonesia

<sup>3</sup>Sunan Giri University of Surabaya, Indonesia

## ARTICLE INFO

### Article history:

Received 17 April 2022

Revised 2 June 2022

Accepted 21 July 2022

### Key words:

HRM,  
Healthy work environment,  
Organizational commitment,  
Employee welfare,  
Organizational culture,  
Career development,  
Open communication.

## ABSTRACT

Creating a healthy work environment is one of the keys to increasing organizational commitment in the long term. This research examines how Human Resource Management (HRM) strategies can be applied to create an environment that supports employees' physical and psychological well-being. Through an approach involving wellness policies, open communication, career development, and diversity, HRM plays a role in building a productive and harmonious organizational culture. The results that can be achieved are increased productivity, loyalty, and employee engagement in the organization. This research also highlights the importance of periodic evaluation of HRM policies, to ensure they are relevant and effective in creating a supportive work environment. With the right strategies, HRM creates a healthy environment and increases employee commitment to the organization. As a result, organizations will gain a competitive advantage in retaining top talent and achieving organizational goals more effectively.

## INTRODUCTION

A healthy work environment greatly influences organizational commitment, especially in increasing employee productivity and job satisfaction. Organizations that create work environments that support employee well-being, both physical and psychological, tend to have lower turnover rates and higher levels of engagement (Putra et al., 2020). Employee health and happiness has a positive impact on the individual, and provides a competitive advantage for the organization (Mardikaningsih, 2021). By creating a supportive environment, employees feel more valued and more committed to the vision and mission of the organization (Darmawan, 2021). It is important for every organization to design strategies that focus on creating a healthy work environment to strengthen the relationship between employees and the organization.

Human Resource Management (HRM) plays an important role in developing and implementing strategies that support a healthy work environment. Through appropriate policies, such as providing facilities that support physical and mental well-being,

HRM can help create a healthy and productive organizational culture (Armstrong, 2017). HRM should develop training programs that enhance employees' technical skills and their ability to manage stress, build healthy relationships with colleagues, and improve work-life balance (Darmawan et al., 2020). HRM can contribute to strengthening organizational commitment through creating a work environment that supports employee well-being.

While many organizations recognize the importance of creating a healthy work environment, many still face challenges in implementing effective strategies to achieve it. One of the main issues is the lack of attention to employees' psychological well-being. Many organizations focus more on the physical aspects of the work environment, such as building conditions and facilities, while neglecting the importance of employees' mental and emotional well-being. Lack of psychological support can lead to excessive stress, which in turn affects employee commitment and productivity. Research by Spector (2016) showed that high job stress can decrease job satisfaction and increase absenteeism, which has a direct impact on organizational performance.

\* Corresponding author, email address: [irfanmoc@gmail.com](mailto:irfanmoc@gmail.com)

Ineffective communication between management and employees is often an obstacle in creating a healthy work environment. Employees who do not feel heard or valued by the organization tend to have low levels of commitment. This is often caused by a lack of transparency in decision-making and policies that do not involve employee participation. Armstrong (2017) revealed that poor relationships between management and employees can reduce the sense of engagement and loyalty to the organization, which further hinders the achievement of the organization's long-term goals. A sense of dissatisfaction, distrust and even frustration can result, disrupting work harmony and lowering morale.

Given the importance of a healthy work environment in enhancing employee commitment and productivity, this issue should be closely observed by every organization. Organizations that can create an environment that supports employee well-being will have a competitive advantage, as they will be able to retain top talent, reduce absenteeism, and improve overall job satisfaction and performance. Focusing on HRM strategies aimed at creating a healthy work environment is a crucial step to ensure the long-term success of the organization.

The purpose of this research is to analyze strategies that can be implemented by the HRM department to create a healthy work environment, both in terms of physical and psychological, which can increase organizational commitment. By understanding the various approaches that can be applied in creating a work atmosphere that supports employee well-being, this research aims to provide insight into how HRM can optimize their strategies to strengthen employee engagement and loyalty to the organization.

## RESEARCH METHOD

In this research, a literature study approach was used to analyze various written sources relevant to the topic of Human Resource Management (HRM) strategies in creating a healthy work environment to increase organizational commitment. This approach allows researchers to collect, review, and integrate information from various journals, books, articles, and other publications that discuss related topics. This literature study aims to understand various existing concepts and theories regarding the role of HRM in building a healthy work environment and its impact on organizational commitment. According to Creswell (2014), literature studies can provide a deeper understanding of the problem under study by exploring previous studies that have relevance.

The data used comes from a literature review that focuses on concepts such as employee well-being, organizational culture, and HRM strategies in creating a supportive work environment. The researcher will also analyze studies that discuss the relationship between a healthy work environment and organizational commitment. Previous studies have shown that a healthy work environment can increase productivity, reduce turnover rates, and strengthen employee loyalty and engagement (Bakker & Demerouti, 2007). A literature review approach can provide a comprehensive overview of how HRM can implement effective policies and strategies to create a healthy work environment.

The literature study approach also allowed the researcher to identify various challenges and barriers faced by HRM in creating a healthy work environment. By analyzing existing literature, researchers can explore issues such as lack of management involvement, barriers in communication, and lack of attention to employees' psychological well-being. Research by Kuvaas (2016) revealed that although HRM policies can support employee well-being, the challenges involved in implementing such policies remain a major issue in many organizations. Through this approach, researchers can suggest more appropriate and evidence-based strategies to address these issues.

## RESULT AND DISCUSSION

A positive and supportive work environment has a significant role in increasing organizational commitment among employees. When employees feel comfortable and valued at work, they tend to be more engaged and committed to the organization's goals. One of the main factors that influence this commitment is an inclusive and collaborative organizational culture. This culture allows each individual to feel accepted, valued, and have an important role in achieving common goals. When employees feel that they are part of a team that supports each other, they are more likely to actively contribute and feel responsible for the success of the organization (Mardikaningsih & Hariani, 2020). A positive culture encourages a sense of ownership and active involvement in the work process.

A good work environment also includes adequate physical facilities and ergonomics. A workspace that is clean, comfortable, and equipped with the right tools can increase productivity and job satisfaction. When employees feel that the company is concerned about their well-being, they will be more motivated to give their best. Flexibility in working hours and remote working options can also increase commitment, as employees feel that the company values work-life balance.

The importance of open and transparent communication cannot be overlooked either. When management actively communicates with employees, listens to their feedback, and involves them in decision-making, it creates a greater sense of belonging and engagement. Employees who feel heard and valued tend to have a higher commitment to the organization. By creating a positive, supportive, and communicative work environment, organizations can increase employee commitment, which in turn will positively impact the overall performance and success of the organization. It is important for every organization to continuously strengthen its internal communication system so that every employee feels connected, valued, and has a real role in the company's success.

A healthy work environment is essential in increasing organizational commitment, especially in creating a productive and harmonious organizational culture. When the work environment is both physically and psychologically supportive, employees will feel safe, comfortable and valued. This has a direct impact on increasing motivation, morale, and loyalty to the organization. HRM strategies play an important role in creating an environment that supports employees' physical and psychological well-being. HRM should be able to design policies that focus on the technical aspects of work, and prioritize work-life balance, emotional support, and personal development. According to Robbins and Judge (2017), an organization that is successful in creating a healthy work environment can reduce absenteeism, increase productivity, and strengthen employee engagement. This is because employees who feel holistically cared for will be better prepared to face work challenges and more motivated to contribute optimally.

It is important for HRM to focus their policies on preventing work stress and creating workspaces that support positive interactions between individuals. Work stress that is not handled properly can adversely affect the physical and mental health of employees, reduce productivity, and reduce commitment to the organization. One effective strategy is to create an organizational culture that supports open communication and constructive feedback. Open communication between management and employees can minimize tension and increase mutual respect. Constructive feedback also provides opportunities for employees to grow and feel valued. This is expressed by Luthans (2011), who states that effective communication is key in building positive relationships in the workplace, which further increases commitment to the organization.

Providing facilities that support physical well-being is also an integral part of HRM strategies. Organizations can provide ergonomic workspaces, provide wellness programs such as exercise or meditation, and optimize flexible work policies. HRM needs to ensure that these policies are implemented consistently across the organization so that employees feel valued and supported in maintaining their physical and mental health. Kelloway and Day (2005) showed that organizations that implement policies that support employees' physical well-being tend to have higher retention rates and stronger levels of commitment. Employees who feel cared for in terms of physical and mental health will be more loyal and motivated to contribute their best. It is important for HRM to not only design supportive policies, but also ensure consistent and sustainable implementation as part of the organization's culture. Companies can have a healthy work environment, building a strong foundation for growth, and long-term success.

Improving employees' psychological well-being should also be a major focus in HRM strategies. A stressful work environment, high job demands, and lack of social support can lead to excessive job stress. Excessive job stress can damage interpersonal relationships and reduce the level of job satisfaction, which ultimately hinders employees' commitment to the organization. HRM should provide programs that can help employees manage stress, such as counseling services, time management training, or relaxation techniques. According to Cooper and Cartwright (1994), effective stress management can improve employees' mental health and well-being, as well as increase their motivation and performance. Employees who feel emotionally and mentally supported will be more motivated, productive, and show higher loyalty to the organization.

HRM also needs to encourage the formation of strong and supportive teams within the organization. A healthy work environment can be created if there is a good relationship between coworkers, as well as a supportive relationship between employees and superiors. The formation of a solid team and providing opportunities for employees to develop professionally can create a sense of belonging to the organization. According to Hackman and Oldham (1980), job designs that facilitate teamwork can increase employee engagement and increase commitment to organizational goals. When employees are given clear responsibilities within the team, and feel that their work is meaningful and impactful, they tend to be more emotionally engaged.

It is also important for HRM to design a clear career development program that is accessible to all employees. This program will enhance employees' skills and competencies, and give them a sense of ownership of the organization and its long-term goals. This clarity in career paths and development opportunities will increase employee motivation and commitment. Hall (1996) revealed that good career development can increase employees' loyalty to the organization and make them less likely to move to other companies. HRM is expected to place career development as a strategic priority, not just an additional program. Organizations can retain their best talent, create a dynamic work culture, and be growth-oriented by designing an inclusive and progressive career development system.

HRM should also ensure that the policies and practices implemented in the organization reflect the values of inclusivity and diversity. An inclusive work environment can increase employees' sense of acceptance and value, which directly contributes to increased organizational commitment. Employees who feel valued and accepted tend to be more committed to contribute more to the organization. According to Cox and Blake (1991), diversity in the workplace can bring many benefits, including increased creativity and employee engagement.

HRM should also reward and recognize employees who demonstrate outstanding performance. Awards can be in the form of bonuses, public recognition, or the opportunity to take on a larger role in the organization. These awards provide a sense of appreciation to employees and can increase their motivation and commitment to the organization. Based on Eisenberger et al. (2001), the rewards that employees receive for their hard work can strengthen their relationship with the organization and increase their commitment.

HRM must be able to manage the relationship between superiors and subordinates effectively. Healthy relationships between managers and employees can increase mutual trust and increase employee commitment to the organization. Dirks and Ferrin (2002) showed that high trust between superiors and subordinates is directly related to higher levels of commitment to the organization. This trust creates a sense of psychological security that allows employees to innovate, take initiative, and be more open to feedback. Improving leadership skills among managers needs to be part of the HRM strategy to ensure a healthy work environment and strong commitment from employees (Al Hakim & Hariani, 2021). Organizations can more easily maintain employee commitment and create a collaborative work environment through skilled managers.

HRM also needs to implement flexible work policies that allow employees to balance their personal and work lives. This policy focuses on flexible working hours, and allows employees to choose a workplace that suits their personal needs, such as working from home. The research by Hill et al. (2008) showed that work flexibility can improve employee well-being and further increase commitment to the organization. This flexibility gives employees a sense of control over their lives, which can strengthen their attachment to the organization.

It is important for HRM to ensure that a healthy and positive organizational culture is maintained by all elements of the organization, from leaders to staff. A healthy culture can create a pleasant working atmosphere, where employees feel valued and motivated to contribute more. According to Denison (1990), a strong organizational culture is associated with improved employee performance and commitment. Therefore, developing and maintaining a healthy culture should be a major focus for HRM in creating a work environment that supports organizational commitment.

In order to ensure the sustainability of the strategy, HRM also needs to conduct periodic evaluations of the effectiveness of the policies implemented. This evaluation can be done through employee satisfaction surveys, interviews, or focus group discussions to get input from employees on which aspects of the work environment need improvement. Based on the feedback received, HRM can adjust their policies to better meet employee needs. According to Armstrong (2017), policy evaluation and adjustment are important steps in ensuring that HRM policies remain relevant and effective in creating a healthy work environment.

Overall, HRM strategy for creating a healthy work environment should cover a range of interrelated aspects, from the physical and psychological well-being of employees to an organizational culture that supports engagement and commitment. Physical well-being includes factors such as workplace ergonomics, access to healthcare facilities, and fitness programs that encourage employees to take care of their health. Psychological well-being involves creating an emotionally safe environment, where employees feel valued, heard, and have space to express themselves. Employees who feel cared for in terms of physical and mental well-being tend to be more productive, have lower absenteeism rates, and show higher loyalty towards the organization. Proper policy implementation in HRM focuses on the physical aspects,



and should include programs that support mental health, such as counseling, stress management training, and work-life balance initiatives. By creating an environment that supports overall well-being, organizations can improve the quality of workplace relationships, further strengthening employees' commitment to the organization.

Positive organizational culture plays an important role in supporting employee engagement and commitment. An inclusive and collaborative culture encourages employees to actively participate in decision-making and contribute to organizational goals. When employees feel that they have a voice and role in the organization, they are more likely to feel emotionally attached and committed to achieving a shared vision. An effective HRM strategy should include ongoing training and development, which improves employees' technical skills and builds leadership and teamwork capabilities. These development programs can create a sense of ownership among employees, which is important for increasing motivation and productivity. Recognizing and rewarding employee contributions is also a key element in building a positive culture. When employees feel appreciated for their efforts and achievements, it can boost their confidence and encourage them to continue contributing to their full potential. Comprehensive and integrated HRM strategy, which includes physical and psychological well-being and a supportive organizational culture, will create a healthy and productive work environment, ultimately contributing to the long-term success of the organization.

Effective implementation of HRM strategies requires commitment from all levels of management. Managers and organizational leaders must lead by example in implementing values that support employee well-being and a positive culture. They need to be trained to recognize signs of stress or dissatisfaction among employees and take proactive steps to address the issue. Open and transparent communication between management and employees is essential to build trust and create an environment where employees feel comfortable to share their concerns or ideas. By creating effective communication channels, organizations can be more responsive to employees' needs and expectations, which can further increase their engagement and commitment (Arifin & Mardikaningsih, 2021). Creating an inclusive and supportive work environment can increase employee engagement and build a collaborative culture that supports the achievement of common goals.

Finally, evaluating and measuring the effectiveness of HRM strategies is also an aspect that should not be overlooked. Organizations need to regularly assess the impact of implemented policies and programs on employee well-being and organizational culture. Through surveys, interviews, and data analysis, organizations can identify areas that need improvement and adjust their strategies according to evolving needs. With a data-driven approach, organizations can ensure that they continue to adapt and evolve in creating a healthy and supportive work environment. As such, a comprehensive and sustainable HRM strategy will improve the quality of workplace relationships, and strengthen employee commitment to the organization, ultimately contributing to long-term success and growth.

## CONCLUSION

In conclusion, creating a healthy work environment is a very important strategic step to increase organizational commitment. Through integrated HRM policies, organizations can create a workplace that supports employees' physical and psychological well-being. This will result in increased productivity, loyalty, and employee engagement in achieving organizational goals. Some strategies that can be implemented are building a culture of open communication, providing supportive health facilities, and providing opportunities for employees to develop their careers and competencies. Implementing policies that pay attention to the physical and mental aspects of employees can increase their sense of attachment and belonging to the organization, which in turn strengthens their commitment. Employees who feel thoroughly supported tend to have a high sense of belonging and show long-term loyalty. This commitment is a valuable asset for the organization in creating a solid, highly competitive team that is ready to face various business challenges in the future.

As a suggestion, organizations need to tailor HRM policies to the specific needs of employees, and regularly evaluate the policies implemented. Programs that focus on employee well-being, whether through stress management, good teamwork, or work-life balance, are essential to maintaining a healthy work environment. It is important to maintain diversity and inclusiveness in every organizational policy so that employees feel valued and accepted. By maintaining this balance, HRM will be able to create a healthier work atmosphere, which improves performance and creates a stronger sense of attachment to the organization.

## REFERENCE

- Al Hakim, Y. R., & Hariani, M. (2021). The Influence of Transformational Leadership Style on Organizational Commitment and Job Performance. *Journal of Science, Technology and Society*, 2(2), 19-24.
- Arifin, S., & Mardikaningsih, R. (2021). The Effect of Employability, and Organizational Climate on Employee Performance. *Studi Ilmu Sosial Indonesia*, 1(2), 33-42.
- Armstrong, M. (2017). *Armstrong's Handbook of Human Resource Management Practice*. Kogan Page.
- Bakker, A. B., & Demerouti, E. (2007). The Job Demands-resources Model: State of the Art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Cooper, C. L., & Cartwright, S. (1994). Healthy Mind; Healthy Organization – A Proactive Approach to Occupational Stress. *Human Relations*, 47(4), 455-471.
- Cox, T. H., & Blake, S. (1991). Managing Cultural Diversity: Implications for Organizational Competitiveness. *The Executive*, 5(3), 45-56.
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th Ed.). SAGE Publications.
- Darmawan, D., Mardikaningsih, R., Sinambela, E. A., Arifin, S., Putra, A. R., Hariani, M., Irfan, M., Al Hakim, Y. R., & Issalillah, F. (2020). The Quality of Human Resources, Job Performance and Employee Loyalty. *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Darmawan, D. (2021). Objective Vagueness, Appraisal Bias, and Lack of Employee Involvement in Performance Appraisal and Job Satisfaction in Organizations. *Journal of Social Science Studies*, 1(1), 117 – 122.
- Denison, D. R. (1990). *Corporate Culture and Organizational Effectiveness*. John Wiley & Sons.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in Leadership: Meta-analytic Findings and Implications for Research and Practice. *Journal of Applied Psychology*, 87(4), 611-628.
- Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of Perceived Organizational Support. *Journal of Applied Psychology*, 86(1), 42-51.
- Hackman, J. R., & Oldham, G. R. (1980). *Work Redesign*. Addison-Wesley.
- Hall, D. T. (1996). *Careers in Organizations and Society*. Goodyear Publishing Company.
- Hill, E. J., Ferris, M., & Martinson, V. (2008). Does it Matter Where You Work? A Comparison of How Telework and Conventional Work Arrangements Influence Work and Nonwork Outcomes. *Journal of Vocational Behavior*, 73(1), 1-12.
- Infante, A., & Darmawan, D. (2022). Women in Human Resource Management Practice. *Journal of Social Science Studies*, 2(1), 27-30.
- Irfan, M., & D. Darmawan. (2021). Improving Psychological Wellbeing through Emotion Management in Daily Life. *Journal of Social Science Studies*, 1(1), 177 – 182.
- Kelloway, E. K., & Day, A. L. (2005). Building Healthy Workplaces: What We Know So Far. *Canadian Journal of Behavioural Science/Revue Canadienne Des Sciences du Comportement*, 37(4), 249-257.
- Kuvaas, B. (2016). The Interactive Effect of Work Motivation and Work Conditions on Job Performance. *Personnel Review*, 45(2), 275-293.
- Luthans, F. (2011). *Organizational Behavior* (12th Ed.). McGraw-Hill.
- Mardikaningsih, R. (2021). Correlation of Worker Welfare and Industrial Relations. *Cashflow: Current Advanced Research on Sharia Finance and Economic Worldwide*, 1(1), 29-32.
- Mardikaningsih, R., & Hariani, M. (2020). Effect of Work Climate and Wages on Turnover Intention. *Journal of Science, Technology and Society*, 1(2), 21-28.
- Mardikaningsih, R., & Sinambela, E. A. (2021). Performance Development of Agricultural Extenders Through Interpersonal Skills and Work Ethic. *Journal of Science, Technology and Society*, 2(1), 35-44.
- Putra, A. R., Hariani, M., Nurmalasari, D., Irfan, M., & Al Hakim, Y. R. (2020). Role of Work Environment and Organizational Culture to Job Performance. *Journal of Islamic Economics Perspectives*, 1(2), 1-13.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior* (17th Ed.). Harlow Pearson Education.
- Spector, P. E. (2016). *Industrial and Organizational Psychology: Research and Practice* (8th Ed.). John Wiley & Sons