Mental Health Awareness and Employee Welfare: The Role of Work Engagement and HR Management Support

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Abstract
This research examines the influence of Mental Health Awareness on employee welfare with Work Engagement as a mediating variable and HR Management support as a moderating variable. Through a quantitative approach with survey method, the research involved 103 respondents selected using simple random sampling technique from a population of 615 employees. Data analysis using SmartPLS 3.0 revealed that Mental Health Awareness significantly influences employee welfare, work engagement, and perception of HR management support. However, the results did not find significant mediating effects of work engagement or moderating effects of HR management support in the relationship between mental health awareness and employee welfare. These findings emphasize the importance of implementing mental health awareness enhancement programs as a primary strategy in optimizing employee welfare in the FMCG industry environment.

Keywords: Mental Health Awareness, Work Welfare, Work Engagement, HR Management Support, Human Resource

Introduction

Changes in work dynamics in the modern era have increased psychological pressure for employees, especially in the Fast Moving Consumer Goods manufacturing sector or FMCG for short which demands high productivity from its employees to produce maximum output. Employee welfare is a crucial aspect that affects workforce performance and retention (Ampong, 2024). Studies show that poor mental health can decrease job satisfaction, performance, and increase the risk of burnout and work hazards (Sarkar et al., 2024). Therefore, it is important for organizations to pay attention to the mental health aspect in an effort to improve employee well-being.

Awareness of the importance of mental health in the workplace has become a major focus in human resource management (Hennekam et al., 2021). This awareness not only helps in the early identification of psychological problems but also encourages the creation of a work environment that supports employee well-being (Hameed et al., 2022). Research shows that effective mental health programs can increase employee productivity and engagement. However, this level of awareness still varies across various organizations, including in the food industry sector. One of the factors that can mediate the relationship between mental health awareness and employee well-being is work engagement.

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Employees who have a high awareness of mental health tend to be more engaged in their work, which in turn improves overall well-being. Studies by Gomez and Chavez (Gomez & Chavez, 2023) shows that the physical, mental, and emotional dimensions of well-being have a significant influence on work engagement while research in Indonesia shows that work engagement rates are still low, with only about 15% of employees feeling engaged with their work (Dwi Astuti & Dhini Rama Dhania, 2022). This emphasizes the importance of understanding the mediating role of work engagement in the context of employee well-being. In addition, support from human resource management (HR) can moderate the relationship between mental health awareness and work engagement.

Proactive HR management in providing mental health programs and creating a supportive work environment can amplify the positive effects of mental health awareness on employee engagement and well-being. Research by Ridoini et al. (Ridoini et al., 2024) emphasizing the critical role of HR in creating a work environment that supports mental health through appropriate initiatives and policies.

Method

This study uses a quantitative approach with a survey method to examine the influence of mental health awareness on employee welfare, with work engagement as a mediating variable and HR management support as a moderation variable. The population in this study is all employees of the production department who work at the company PT. Indofood CBP Division Food Seasoning Branch Cibitung, which totals 615 people. Because the population is quite large, sampling is carried out to represent the population as a whole. The technique for determining the number of samples uses the Slovin formula with a margin of error of 9%, so that the number of samples taken is 103 respondents. The sampling technique used is Simple Random Sampling, which is a random sampling technique where each member of the population has an equal chance of being selected as a respondent. This technique was chosen because the population is considered homogeneous and has relatively similar characteristics.

The research instrument used was a questionnaire with a Likert scale of 1–5. The data collection method applied is the online distribution of questionnaires through Google Form. In this study, hypothesis testing and data analysis were carried out with the help of SmartPLS software version 3.0. SmartPLS is a data analysis tool that uses the bootstrapping technique, so it does not require the assumption of normality in data processing. In addition, SmartPLS also does not require a minimum number of samples in the study. The analysis process using SmartPLS is carried out in three main stages, namely: outer model analysis, inner model analysis, and hypothesis testing.

Results and Discussion
Validity and Reliability Tests

Validity and reliability testing in this study was carried out using the Smart PLS application version 3.0. The validity test is intended to assess the extent to which the statements in the questionnaire are valid, while the reliability test aims to measure the consistency or reliability of each variable in the research instrument. The results of both tests are presented in the following table.

Table 1.Validity and Reliability Test Results

OUTER LOADINGS			CRONBACH'S ALPHA		
Indicator	Coefficient	Results	Variable	Coefficient	Results
MHA2	0.662	VALID	Mental Health Awareness (X1)	0.957	Reliable
MHA3	0.827	VALID			
MHA4	0.914	VALID			
MHA5	0.913	VALID			
MHA7	0.898	VALID			
MHA8	0.907	VALID			
MHA9	0.936	VALID			
MHA10	0.957	VALID			
WE1	0.765	VALID	Work Engagement (Z1)	0.931	Reliable
WE2	0.83	VALID			
WE3	0.767	VALID			
WE4	0.836	VALID			
WE5	0.788	VALID			
WE7	0.793	VALID			
WE9	0.89	VALID			
WE10	0.887	VALID			
DMS1	0.917	VALID	HR Management Support (Z2)	0.967	Reliable
DMS2	0.826	VALID			
DMS3	0.906	VALID			
DMS4	0.941	VALID			
DMS5	0.94	VALID			
DMS6	0.823	VALID			
DMS8	0.891	VALID			
DMS9	0.971	VALID			
KK2	0.909	VALID	Employee Well-Being (Y)	0.971	Reliable
KK3	0.924	VALID			
KK5	0.891	VALID			
KK6	0.927	VALID			
CD7	0.858	VALID			
KK8	0.922	VALID			
KK9	0.922	VALID			
KK10	0.946	VALID			

Based on the results shown in Table 2 above, it can be seen that all indicators have an outer loading value of > 0.5, which indicates that all indicators are valid. In addition, Cronbach's Alpha value for each variable is greater than 0.6, which indicates that all constructs have a high level of reliability.
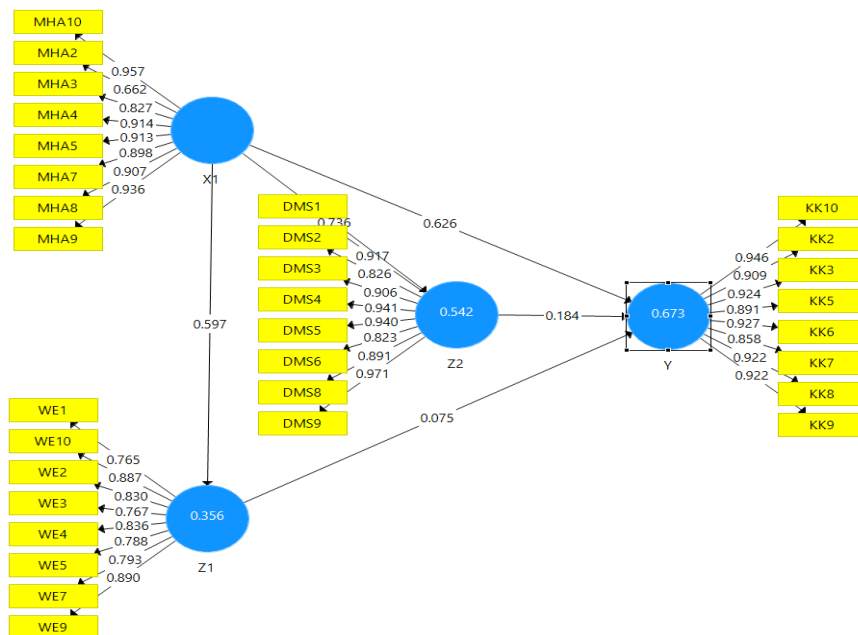
Figure 1. Outer Loading

Hypothesis Test

Hypothesis testing was carried out using the bootstrapping method to obtain the value of the path relationship coefficient in the research model as well as to identify the cause-and-effect relationship in the model. The results of this hypothesis test can be seen in the following table.

Table 2. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> Y	0.626	0.609	0.140	4.473	**0.000**
X1 -> Z1	0.597	0.608	0.058	10.213	**0.000**
X1 -> Z2	0.736	0.742	0.064	11.500	**0.000**
Z1 -> Y	0.075	0.071	0.092	0.818	**0.414**
Z2 -> Y	0.184	0.205	0.161	1.143	**0.253**

Table 3 Specific Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
X1 -> Z1 -> Y	0.045	0.044	0.057	0.781	**0.435**
X1 -> Z2 -> Y	0.135	0.155	0.126	1.071	**0.285**

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Based on the results of hypothesis testing using the bootstrapping method in SmartPLS, several interesting findings were found that provide an overview of the relationship between variables in this research model.

First, Mental health awareness (X1) was proven to have a significant direct influence on employee welfare (Y), with a T-statistic value of 4.473 and a p-value of 0.000. This means that the higher the employee's awareness of the importance of mental health, the better the level of well-being they feel. These findings support the notion that employees who are aware of mental health tend to be better able to maintain emotional stability and work-life balance.

Furthermore, mental health awareness also has a significant effect on work engagement (Z1), with a fairly high T-statistic of 10.213 and a p-value of 0.000. This indicates that employees who are aware of their mental state tend to be more actively involved in their work. They are more excited, more focused, and feel that they have a clear purpose in their work.

Similarly, the influence of mental health awareness on HR management support (Z2) was also proven to be significant, with a T-statistic of 11,500 and a p-value of 0.000. This indicates that as organizations strengthen awareness of the importance of mental health, employees' perceptions of the support provided by HR management also increase. This can happen because HR programs become more relevant and feel more in line with employee needs (Billderback & Miller, 2023).

However, an interesting thing arises when looking at the path from work engagement (Z1) to employee welfare (Y). Despite the positive relationship direction, his T-statistic is only 0.818 with a p-value of 0.414, which means that it is statistically insignificant. In other words, work involvement has not been proven to be a direct determinant of employee well-being in the context of this study. Possibly, there are other factors that are more dominant in shaping this welfare.

The same thing also happens in the support pathway for HR management (Z2) to welfare (Y). The T-value of 1.143 and the p-value of 0.253 indicate that although the direction of the relationship is positive, it is not statistically significant. This can be an indication that human resource support alone is not strong enough to improve well-being if it is not accompanied by other personal and emotional approaches.

Further, mediation pathway testing also showed similar results. Neither in the X1 -> Z1 -> Y (T-statistic = 0.781, p-value = 0.435) or X1 -> Z2 -> Y (T-statistic = 1.071, p-value = 0.285), no significant mediating effect was found. This means that although mental health awareness affects work engagement and HR support, both do not succeed in bridging these relationships strongly to employee well-being.

Conclusion

The results of this study show that mental health awareness plays a significant role in improving employee welfare in the Production Department Employees of PT. Indofood CBP Division Food Seasoning Branch Cibitung. These findings confirm that employees' understanding and attention to mental health issues can make a positive contribution to their quality of life and productivity in the work environment. Meanwhile, the variables of work engagement and human resource management support were shown to be influenced by the level of mental health awareness, but did not play a significant role as a mediator or moderation in the relationship between mental health awareness and employee well-being.

Thus, focusing on increasing mental health awareness is the main strategy recommended to support the creation of optimal employee well-being in the company.

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