



**International Journal of Education, Social Studies,  
And Management (IJESSM)**

**e-ISSN : 2775-4154**

**Volume 5, Issue 2, June 2025**

The International Journal of Education, Social Studies, and Management (IJESSM) is published 3 times a year (**February, Juny, November**).

**Focus :** Education, Social, Economy, Management, and Culture.

**LINK :** <http://lppipublishing.com/index.php/ijessm>

## **Human Resource Planning in Building Employee Commitment Amidst the Challenges of Mental Health Issues**

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### **ABSTRACT**


#### **ARTICLE INFO**

##### *Article history:*

Received  
05 April 2025  
Revised  
26 May 2025  
Accepted  
27 June 2025

#### **Keywords**

#### **Corresponding**

**Author :** 

Current issues in human resource management include various challenges and trends faced by companies today. This study aims to provide an understanding of the literature on human resource planning in building employee commitment amidst the challenges of mental health issues. This study uses literature research to realize the objectives of this study. The written sources used in this study certainly come from secondary data. The secondary data in question are written sources such as books, journals, articles, and research reports. The results of the study showed that Clark's theory explains that proper human resource planning will create good mental health, which has a positive impact on building employee commitment and efforts to balance work life with personal life, which can affect employee mental health.

*Human Resource Planning, Employee Commitment, Mental Health Issues*

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## **INTRODUCTION**

Current issues in human resource management include various challenges and trends faced by companies today. Some of the main issues include globalization, technological developments, generational differences, employee retention and satisfaction, legal compliance, management changes, and economic fluctuations (Mariani et al., 2023). In addition, issues such as distance learning, employee experience, and change management are also major focuses in modern human resource management (Gultom et al., 2024; Tambunan et al., 2024).

Modern human resources refers to the management and operation of management or individuals in an organization with a more strategic and

holistic approach, utilizing technology to improve efficiency and effectiveness. It encompasses more than just traditional administrative functions, involving strategic planning, talent development, and creating a positive work environment (Tambunan et al., 2025).

Mental health is a state of development that occurs from within such as intellectual, emotional, and physical optimally and in line with the development of the times (Fakhriyani, 2021). Mental health conditions, which are conditions in which a person is free from mental disorders, have reasons including (Sankar et al., 2019):

1. A person is said to be emotionally healthy will very quickly feel satisfaction in themselves, easily feel happiness, fun, calm, and easy to control themselves and will be good at controlling themselves, thoughts, feelings, behavior and will be ready to relate to others.
2. Individuals who are said to be psychologically healthy will easily accept their shortcomings, and will find it very easy to realize their shortcomings and strengths, and be able to overcome the pressures they experience.
3. Individuals who are said to be socially healthy are individuals who are easily accepted, easy to get along with and easy to be accepted in their social environment, easy to establish relationships with others well and quickly interact well with others.
4. Being free from mental illness means an individual is free from a disease that causes changes in the way of thinking, mood, and behavior.

Human resource planning is a strategic process to ensure that an organization has the right number and type of employees, with the right skills, at the right time to achieve organizational goals (Afandi, 2018). It involves analyzing human resource needs, forecasting, recruiting, selecting, developing, and retaining employees. Human resource planning is essentially a systematic process to identify, analyze, and meet an organization's future human resource needs. It involves forecasting workforce needs, analyzing workforce availability, and developing plans to bridge the gap between the two. The objectives of human resource planning:

1. Ensure that the organization has the right number and type of employees to meet operational and strategic needs.
2. Help the organization achieve its goals and objectives by providing a competent and motivated workforce.
3. Ensure that employees are placed in the right positions with the right skills, thereby increasing productivity and performance.
4. Helping organizations adapt to changes in the business environment, technology, and market needs.

5. Preventing waste of resources due to under- or over-employees, and reducing recruitment and training costs.

This study aims to provide an understanding of the literature on human resource planning in building employee commitment amidst the challenges of mental health issues.

## **RESEARCH METHOD**

This study uses literature research to realize the objectives of this study, literature research is a research method that collects and analyzes information from various written sources to answer research questions or understand a topic (Wijaya et al., 2024). Literature research helps researchers to find theories that are relevant to the research problem being studied. These theories will be the basis for understanding the problem, formulating research questions, and analyzing data. By reviewing previous research, researchers can identify gaps or areas that have not been studied in depth (Kurdhi et al., 2023). This helps researchers to determine the focus of their research and make new contributions to knowledge.

The written sources used in this study certainly come from secondary data. Secondary data is data that is already available and collected by other parties, not by researchers directly for specific research purposes (Marcella et al., 2024; Pandiangan et al., 2024). This data can be in the form of pre-existing reports, records, documents, or publications. The benefits of using secondary data in research are secondary data has several advantages over primary data, especially in terms of cost and time efficiency. The main advantages of secondary data are that it is more accessible, cheaper, and saves time in data collection, allowing researchers to focus on data analysis (Sihombing et al., 2024). The secondary data in question are written sources such as books, journals, articles, and research reports.

## **RESULT AND DISCUSSION**

### **Development of Mental Health Issues**

Mental health is a state or condition in which a person cannot feel guilty about themselves, accepts their shortcomings or advantages, and has the ability to face their life problems and has happiness within himself (Kaplan et al., 1997). Mental health is a condition of well-being of an individual who is aware of their own abilities. Mental health is seen in the harmony of words and actions, as well as the ability to face problems that occur, feel happiness positively, and feel the ability within oneself. The mental health of each person can change due to 2 factors, including internal factors and external factors,

which then affect the mental health of employees, but in maintaining mental health, it is necessary to always pay attention to these 2 factors. Internal factors themselves consist of biological and psychological factors from these biological factors that directly affect mental health are the brain, endocrine system, genetics, sensory, and psychological factors that are directly related to mental health are early experiences, learning processes, and needs.

External factors that affect mental health are socio-cultural, including (Carod-Artal, 2017):

1. Social interaction reveals that the quality of an individual's social interaction greatly affects their mental health.
2. The family is one of the microsystem environments that determines the personality and mental health of adolescents.
3. Schools are also one of the environments that influence the development of mental health.

Mental health issues are getting more attention in Indonesia, especially among employees. Various factors, including social, economic, and past experience pressures, contribute to the high rate of mental health problems among employees. Although awareness of mental health is increasing, stigma and lack of access to mental health services remain challenges.

According to the World Health Organization (WHO), modern lifestyle pressures such as high competition in life, education, work and family demands, the complexity and rhythm of modern life that is fast and instant are one of the 11 causes of mental health disorders. Approximately 800,000 people commit suicide each year. Stigma and discrimination against patients and families prevent people from seeking mental health care, leading to abuse, rejection, and isolation from those around them.

### **Human Resource Planning in Building Employee Commitment Amidst the Challenges of Mental Health Issues**

Employee mental health is increasingly receiving attention, both from workers and companies. Clark's theory explains that proper human resource planning will create good mental health, which has a positive impact on building employee commitment and efforts to balance work life with personal life, which can affect employee mental health (Clark, 2000).

Employee commitment refers to the level of dedication and emotional attachment that employees have to their organization or workplace (Hasibuan, 2017). This commitment can be measured by various factors, including employees' willingness to work harder, a sense of responsibility towards organizational goals, and a desire to remain part of the company. Employees who have high commitment tend to be more productive and contribute

positively to the achievement of organizational goals. The purpose of employee commitment is to build a strong emotional connection between employees and the company, leading to increased loyalty and performance. Committed employees tend to be more productive, innovative, and responsible in their work, which ultimately contributes to the achievement of organizational goals. Employee commitment has many benefits for both the employees themselves and the company. Benefits for employees include increased job satisfaction, a sense of belonging, and higher motivation. For companies, employee commitment contributes to increased productivity, employee retention, and a positive corporate image. Balancing work life with personal life is called work life balance.

Work life balance is a state of balance between roles in personal life and roles in work, and minimal conflict between the two roles in an individual (Clark, 2000). Work life balance is also a balance of responsibilities and roles between personal life and work that go hand in hand without sacrificing or prioritizing one side of life. Work life balance is ultimately a tendency to want to be fully involved in every role that an individual has, and to carry out all roles with full care.

## CONCLUSION

The results of the study showed that Clark's theory explains that proper human resource planning will create good mental health, which has a positive impact on building employee commitment and efforts to balance work life with personal life, which can affect employee mental health.

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