

Exploring the Implementation of Socially Responsible Human Resource Management (SR-HRM) in Enhancing Employee Work Engagement at PT MRP (A Qualitative Study on the Mediating Roles of Perceived Organizational Support and Affective Commitment)

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Article Info	ABSTRACT
<p>Keywords: Socially Responsible Human Resource Management, Perceived Organizational Support, Affective Commitment, Work Engagement.</p>	<p>This study aims to explore and analyze the impact of Socially Responsible Human Resource Management (SR-HRM) on employee work engagement at PT MRP, an insurance company in Indonesia, by examining the mediating roles of Perceived Organizational Support (POS) and Affective Commitment (AC). Using a qualitative approach through in-depth interviews and participatory observations, the findings reveal that SR-HRM practices, such as fairness, inclusivity, continuous training, transparent performance evaluation, and work-life balance support, significantly enhance employee engagement. POS and AC serve as key mediators in strengthening this relationship. Employees who feel supported and emotionally attached to the organization tend to be more motivated and committed. The study underscores the importance of effective internal communication and the integration of SR-HRM into long-term strategic policies to foster a healthy and productive work environment. The results offer practical implications for insurance companies to develop socially responsible HR policies that enhance employee well-being and engagement, ultimately boosting competitiveness. Future research is recommended to expand the scope across various insurance firms and examine additional influencing factors.</p>

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INTRODUCTION

In the era of global competition and rapid business transformation, insurance companies in Indonesia, such as PT MRP are facing increasingly complex challenges in maintaining reliable services to customers while simultaneously improving the well-being and engagement of

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Muhammad Imam Fatwah et.al

their employees. As an insurance company committed to delivering quality services and customer satisfaction, PT MRP acknowledges that one of the key factors supporting its long-term success is employee well-being and engagement. Therefore, the company must not only meet consumer expectations but also consider the crucial role of employees as strategic assets who significantly influence the sustainability and competitiveness of the organization.

Along with the growing awareness of the importance of social sustainability and ethical business practices, insurance companies in Indonesia, including PT MRP, are increasingly adopting Socially Responsible Human Resource Management (SR-HRM) practices (Santana, Morales-Sánchez, & Pasamar, 2022). SR-HRM has emerged as a strategic approach that positions employees as primary stakeholders within the organization. This approach does not solely focus on meeting legal obligations and labor regulations but also emphasizes the development of policies and practices that support employee well-being, promote fairness, provide career development opportunities, and reinforce the organization's commitment to Corporate Social Responsibility (CSR) (Jerónimo, Henriques, & Silva, 2023).

At PT MRP, SR-HRM is implemented to foster a more humanistic work environment in which employees feel respected and appreciated. Such an environment, in turn, enhances employee satisfaction and performance. Prior studies suggest that effective implementation of SR-HRM can lead to various positive employee outcomes, such as improved individual performance, increased organizational citizenship behavior (OCB), and reduced turnover intentions (Imran et al., 2020). Therefore, SR-HRM contributes not only to employee welfare but also to the overall effectiveness and productivity of PT MRP.

One key construct within SR-HRM is Perceived Organizational Support (POS), which refers to the extent to which employees believe that their contributions are valued and their well-being is genuinely considered by the organization. At PT MRP, strong POS is likely to boost work engagement, which is reflected in the employees' energy, dedication, and absorption in their tasks. Employees who perceive strong organizational support tend to exhibit higher levels of engagement in their work, which subsequently translates into improved job performance and greater organizational loyalty (Eisenberger et al., 1986; Astuty & Udin, 2020).

Furthermore, Affective Commitment (AC), employees' emotional attachment to the organization, plays an essential role in strengthening the relationship between SR-HRM and work engagement. Employees with a high level of affective commitment are more likely to feel aligned with the goals and values of the organization and demonstrate a greater willingness to contribute to PT MRP's success. This emotional connection also correlates positively with loyalty and retention, thereby reducing employee turnover rates and promoting workforce stability (Nyoman & Rihayana, 2024).

Although the concepts of SR-HRM, POS, and AC have been widely examined in global studies, there remains a paucity of research that explores the interrelationship among these constructs within the context of the Indonesian insurance industry, particularly at PT MRP. The insurance sector is inherently dependent on customer trust and satisfaction, both of

which are significantly influenced by employee performance across all levels of the organization. Therefore, it is critical to investigate how SR-HRM practices at PT MRP can enhance employee work engagement through internal mechanisms of perceived support and emotional attachment to the organization.

Given the vital role of employees in influencing service quality and customer satisfaction, improving employee engagement represents a strategic step for PT MRP to achieve sustainable competitive advantage. This study aims to explore the implementation of SR-HRM at PT MRP, along with the mediating roles of POS and AC in reinforcing the relationship between SR-HRM and employee work engagement. The findings are expected to provide meaningful insights for PT MRP in formulating more responsive, ethical, and sustainable human resource policies that enhance employee well-being and organizational performance.

METHODS

This study employed a qualitative approach using a case study method conducted at PT MRP. The purpose of this approach was to gain an in-depth understanding of how the implementation of Socially Responsible Human Resource Management (SR-HRM) influences employee work engagement, and to examine the mediating roles of Perceived Organizational Support (POS) and Affective Commitment (AC), based on employees' lived experiences and perspectives within the real organizational context.

The research subjects consisted of a number of permanent employees at PT MRP who were selected through purposive sampling. The inclusion criteria required participants to have worked at the company for a minimum of one year and to be actively involved in either daily HR-related activities or operational functions. The purposive sampling technique was chosen to ensure the collection of rich, relevant, and context-specific data aligned with the research objectives.

Data were collected through semi-structured in-depth interviews aimed at exploring employees' perceptions, experiences, and views regarding SR-HRM practices, organizational support, affective commitment, and work engagement. Additional supporting data were obtained through participatory observation and a review of HR-related company documents relevant to SR-HRM implementation.

The collected data were analyzed thematically using a qualitative interpretive approach. The analysis process involved several stages: (a) transcription and systematic organization of interview data, (b) data coding to identify key themes related to SR-HRM, POS, AC, and work engagement, (c) analysis of the interrelationships among these themes to uncover the mediating mechanisms operating within the organizational context, and (d) data triangulation from multiple sources to enhance the validity and reliability of the findings.

RESULTS AND DISCUSSION

The Influence of SR-HRM on Work Engagement

The implementation of Socially Responsible Human Resource Management (SR-HRM) is closely associated with the level of employee work engagement at PT MRP. This finding is consistent with the strategic orientation of SR-HRM, which positions employees as primary stakeholders within the organization, as discussed in the research background. The application of SR-HRM, through fair and transparent recruitment policies, continuous training programs, and work-life balance initiatives, creates a work environment that supports both employee well-being and a sense of justice. According to Kahn's (1990) theory of work engagement, such an environment provides psychological conditions of meaningfulness, safety, and availability, which are essential for optimal engagement.

Empirical analysis confirms that SR-HRM significantly enhances all three dimensions of work engagement: vigor, dedication, and absorption. These findings are in line with studies by Jerónimo, Henriques, and Silva (2023), and Santana et al. (2022), which found that SR-HRM practices increase employees' positive perceptions of the organization and encourage proactive work behaviors. In the context of PT MRP, SR-HRM not only reflects compliance with corporate social responsibility (CSR) principles but also functions as an effective managerial tool to foster emotional attachment and employee loyalty. From an organizational justice perspective, SR-HRM reinforces both distributive and procedural justice (Cropanzano & Rupp, 2008), which in turn drives engagement and potentially cultivates Organizational Citizenship Behavior (OCB). When employees feel they are treated fairly, recognized for their contributions, and supported in their personal and career development, they are more likely to exhibit high levels of engagement.

This finding also echoes Eisenberger et al. (1986) regarding Perceived Organizational Support (POS), which in this study was also identified as a significant mediating mechanism. Therefore, the implementation of SR-HRM at PT MRP contributes strategically to creating an inclusive, ethical, and performance-oriented work environment that supports long-term organizational sustainability through enhanced employee engagement.

The Mediating Role of Perceived Organizational Support (POS)

The findings demonstrate that Perceived Organizational Support (POS) significantly mediates the relationship between SR-HRM and work engagement. This indicates that the positive effect of SR-HRM on engagement is not only direct but also indirect, operating through employees' perception of the extent to which the organization values their contributions and cares for their well-being (Eisenberger et al., 1986). In the context of PT MRP, a company striving to strengthen sustainable HR management, SR-HRM practices such as fair recruitment, ongoing training and development, and work-life balance policies serve as strong signals of the organization's long-term commitment to employee well-being. When these signals are received and internalized, employees develop a positive perception that the organization genuinely supports them as individuals rather than merely viewing them as productive assets.

This finding is consistent with Social Exchange Theory (Blau, 1964), which posits that POS forms the foundation for reciprocal relationships between individuals and organizations. POS creates a psychological sense of obligation in employees to reciprocate organizational care through positive behaviors, including increased vigor, dedication, and absorption, all key dimensions of work engagement. POS, therefore, acts as a psychological mechanism that bridges socially responsible HR policies with employees' affective responses. This aligns with the findings of Jerónimo et al. (2023), which affirm that SR-HRM enhances POS, thereby positively impacting both engagement and Affective Commitment. Other studies, such as Imran et al. (2020) and Eviana (2023), also highlight POS as a robust mediating variable in fostering employee psychological well-being and engagement, transcending demographic variables such as age, gender, and tenure.

From a managerial standpoint, the effectiveness of SR-HRM at PT MRP largely depends on the organization's ability to build authentic perceptions of support. SR-HRM practices that are poorly communicated, inconsistently implemented, or not tangibly experienced by employees are unlikely to generate the desired perception of support. As a result, the positive impact of SR-HRM on engagement may be weakened. Therefore, PT MRP must ensure that all SR-HRM policies are communicated through open, transparent, and empathetic internal strategies. A strong POS foundation will encourage emotional attachment and sustain high levels of engagement among employees. This study thus offers a practical implication that the success of SR-HRM lies not only in its policy design but also in employees' perception of the organization's intentions and consistency in implementing these practices.

The Mediating Role of Affective Commitment

Beyond POS, the findings also indicate that Affective Commitment (AC) plays a significant mediating role between SR-HRM practices and work engagement. Affective commitment, as conceptualized by Meyer and Allen (1991), refers to the emotional attachment of employees to their organization, reflected in feelings of belonging, pride, loyalty, and a desire to remain part of the organization. At PT MRP, SR-HRM practices, such as career development training, diversity and inclusion programs, and equitable and sustainable workplace policies, send strong signals that the organization values human dignity and fairness beyond profit motives. These signals promote the formation of strong emotional bonds.

According to the Three-Component Model of Commitment (Meyer & Allen, 1991), affective commitment is the most powerful form of commitment in driving positive work behavior. Employees with strong affective commitment tend to be more engaged, enthusiastic, and proactive in their roles because they work with a sense of pride and emotional connection to the organization. This aligns with Kahn's (1990) view that work engagement arises when individuals feel psychologically safe, find meaning in their roles, and are emotionally available.

Chaudhary et al. (2022) found that consistent application of SR-HRM fosters trust and affective commitment, ultimately enhancing work engagement. Similarly, Alfes et al. (2013)

demonstrated that value-based HRM practices increase affective commitment, contributing to greater engagement and employee proactivity. For PT MRP, these findings present a strategic implication: strengthening work engagement is not only about improving motivation or well-being but also about cultivating emotional commitment. Therefore, the company should integrate the values of social responsibility, fairness, and empathy throughout all HRM processes, from recruitment and development to reward systems, to foster pride, emotional attachment, and long-term employee loyalty.

Practical Implications

This study provides significant contributions to the development of human resource strategies at PT MRP, particularly in integrating Socially Responsible Human Resource Management (SR-HRM) into a strategic and sustainable managerial system. It demonstrates that SR-HRM is not merely symbolic or reactive to external pressures but can be a key internal driver of employee engagement. In other words, the social values embedded in HRM practices directly contribute to enhanced intrinsic motivation and emotional attachment among employees. This is especially critical for the insurance industry, such as PT MRP, which relies heavily on employee consistency, loyalty, and engagement to deliver optimal client service. In practical terms, the company must adopt SR-HRM as a comprehensive and strategic framework to create a healthy, equitable, and employee-centered work environment. In the context of PT MRP, SR-HRM implementation may include:

1. Fair and inclusive recruitment and selection processes, ensuring equal and non-discriminatory treatment of all applicants;
2. Continuous training and development programs, aimed at enhancing competence while making employees feel appreciated and cared for;
3. Transparent and equitable performance evaluation systems, emphasizing clarity, accountability, and alignment with organizational values;
4. Support for work-life balance, through flexible work arrangements, mental health initiatives, and adequate rest policies.

According to Voegtlin & Greenwood (2016), ethical and sustainable SR-HRM practices enhance employee well-being, long-term commitment, and overall organizational capability. This aligns with the demands of the insurance sector, which requires services grounded in trust, integrity, and empathy.

Furthermore, the study emphasizes the importance of effective internal communication as a core part of SR-HRM implementation strategy. As noted by Zappalà & Toscano (2020), employees' positive perceptions of organizational support (POS) can only be formed when SR-HRM policies are communicated in a participatory, transparent, and consistent manner. Without proper communication, even well-designed policies may fail to generate affective commitment and engagement.

SR-HRM must not be viewed as a reactive tool to regulatory or external demands but as a genuine reflection of organizational values. Jackson, Schuler, & Jiang (2014) assert that integrated and sustainable SR-HRM can foster human capital that is loyal, innovative, and

productive. Accordingly, PT MRP can leverage SR-HRM as a foundational strategy to cultivate an ethical, inclusive, and empowering organizational culture, one that enhances not only internal work engagement and performance but also the company's reputation as a socially responsible employer, which is vital for attracting and retaining top talent in the insurance industry.

CONCLUSION

Based on the qualitative research conducted among employees of PT MRP, it can be concluded that the implementation of Socially Responsible Human Resource Management (SR-HRM) has a significant influence on employee work engagement, both directly and indirectly through the mediating roles of Perceived Organizational Support (POS) and Affective Commitment (AC). These findings underscore the strategic importance of integrating ethical, fair, and employee well-being, oriented HRM practices as a core element in human resource management, especially in the insurance industry, where service quality and employee loyalty are crucial. SR-HRM practices such as inclusive recruitment, continuous training, value-based performance evaluations, and work-life balance support have been shown to foster a work environment that enhances both emotional and professional engagement among employees. Therefore, insurance companies like PT MRP should adopt SR-HRM as a long-term framework that is fully integrated into their organizational policies and culture, rather than treating it as a reactive response to external pressures. Future research is recommended to broaden the scope by including other insurance companies, while considering variations in organizational culture, company size, and regional contexts, to enrich the understanding of SR-HRM's effectiveness in enhancing work engagement. Moreover, further exploration of additional variables such as stress management, career development, and reward systems is necessary to identify more comprehensive HRM approaches for building a loyal, productive, and competitive workforce.

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