

Sustainable Human Resource Management Impact on Work Engagement, Employability, and Job Satisfaction at An Indonesian State-Owned Construction Company

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Abstract

Sustainable human resource management on employee intrinsic motivation manifests in work engagement, employability, and job satisfaction. This research uses a quantitative-deductive method because it has a clear and measurable population and sample. This research employs the purposive sampling method with permanent employees of an Indonesian state-owned construction company in the construction sector in Indonesia as the respondents. Structured equation model – partial least squares (SEM PLS) is used in processing and analyzing the data obtained. The research results explain the strong influence of SHRM on work engagement, employability, and job satisfaction. This research contributes academically to provide a new perspective for company management to apply the concept of sustainability in human resource management. The findings from this research can be used by policymakers to develop policies for SHRM in their organization. The application of the sustainability concept to human resource management allows companies to gain opportunities to achieve performance from a financial, social, and ecological perspective in the long term.

Keywords: construction companies, sustainable HRM, work engagement, employability

JEL : M12, M54, J28, L74

DOI : 10.24002/kinerja.v29i2.11457

Received : 04/23/2025

Reviewed: 07/09/2025

Final Version: 08/27/2025

1. INTRODUCTION

The rapid development in the construction industry is a big challenge for organizational executives who intend to increase investment in human resources. One aspect of management in a company that keeps developing, both physically and theoretically, is human resource management (HRM). SHRM links the ideas between

sustainability and Human Resource Management (HRM), which sees resources as having to be regenerated, developed, and renewed (Ehnert et al., 2016). This SHRM concept pays special attention to employee needs, preferences, and points of view (Stankevičiūtė & Savanevičienė, 2018). The main aspect of SHRM is securing employees' suitability to work for the company in a long term (Lulewicz-Sas et al., 2022).

Researchers examined three factors related to SHRM, namely work engagement (Aboramadan et al., 2020; Harvey et al., 2013; Jerónimo et al., 2020; Lulewicz-Sas et al., 2022; Parakandi & Behery, 2016; Xu et al., 2020), employability (Cahyadi et al., 2022; De-Vos & Heijden, 2017; Forrier & Sels, 2003; Karman, 2020; Lulewicz-Sas et al., 2022; Martini et al., 2023; Stankevičiūtė & Savanevičienė, 2018; Klink et al., 2016) and job satisfaction (Al-Kurdi et al., 2021; Chen & Chen, 2022; Esen & Ozer, 2020; Ingusci et al., 2023; Strenitzerová & Achimský, 2019; Sypniewska et al., 2023). The three factors arise from the application of SHRM to the organization as an intrinsic employee factor. Work engagement is one of the research foci because, at the corporate level, one essential factor to achieve high performance is by increasing work engagement (Aboramadan et al., 2020). Apart from that, another key factor is employability, which provides job opportunities for employees in the labor market (De-Vos & Heijden, 2017). Employees also need to feel satisfied when they work for the company, which becomes a standard for the success of implementing SHRM (Chen & Chen, 2022).

Previous literature has discussed the relationship between SHRM and work engagement, employability, and job satisfaction. However, this research is still fragmented. There has been no research that links the three together as indicators of an organization's success in managing employees. Previous research demographically examined employees who work regardless of the industry in which they work. Meanwhile, geographically, previous research was conducted in European countries. Research on SHRM in Indonesian corporate culture has not been commonly explored.

The driver of global economic growth cannot be separated from the role of the construction industry, which is a catalyst agent for other industries (Marsh & Carpenter, 2021). The rapid development in the construction industry is a big challenge for organizational executives to invest more in human resources (McLennan, 2023). The rapid growth of construction in Indonesia is marked by various kinds of state strategic projects based on Presidential Decree No. 109 of 2020, covering a total of 225 projects, most of which were carried out by State-Owned Enterprises (BUMN) in the Construction sector in Indonesia.

2. LITERATURE REVIEW

2.1. Sustainable Human Resource Management (SHRM)

The concept of sustainability was first introduced by the United Nations World Commission on Environment and Development in 1987 in its report on Our Common Future (Keeble, 1988). Ehnert et al. (2016) stated that SHRM is a collection of HRM strategies and practices that enable the achievement of financial, social, and ecological goals with impacts both outside and within the organization for a long

period of time while controlling undesirable negative effects. SHRM focuses on strategic achievements, including positive financial, social, and ecological aspects (Kramar, 2022). The SHRM concept, developed with an emphasis on sustainability, includes Humanistic HRM (Asis-Castro & Edralin, 2018) that aims to achieve positive organizational financial, social, ecological, and environmental aspects.

2.2. SHRM and Work Engagement

Kahn (1990) defines work engagement as the employee's utilization of their work role, which is demonstrated physically, cognitively, and emotionally. This is reinforced by the definition of work engagement outlined by Schaufeli et al. (2002) as a state of mind that is always positive, satisfied, and related to work, characterized by enthusiasm, dedication, and being absorbed in work. In this approach, work engagement forms a physical, cognitive, and emotional connection to the organization (Lulewicz-Sas et al., 2022). Work engagement is defined as the level of employee commitment, willingness, and ability to contribute to the organization on an ongoing basis (Anindita & Seda, 2018) to meet corporate targets. One step to improve the company's high performance in facing the challenges of globalization is developing human resources, especially focusing on increasing employee's work engagement (Aboramadan et al., 2020).

At the corporate level, cooperation within an organization is an essential factor for employee's work engagement when viewed from a sustainable human resource management perspective (Navajas-Romero et al., 2022). Xu et al. (2020) stated that SHRM a key factor to increase employee's work engagement. Parakandi & Behery (2016) suggested in their qualitative study about several SHRM factors that lead to organizational outcomes such as employee commitment, satisfaction, retention, and work engagement. The relationship between SHRM and work engagement has been proven empirically by Abu-Mahfouz et al. (2023), which shows that the higher the level of SHRM, the more employee work engagement will increase. In organizations with SHRM practices, employees are more likely to be committed to achieving the organization's environmental goals and it provides opportunities for employees to be brave in expressing their opinions (Harvey et al., 2013). So, when the company implements better SHRM, the employee's work engagement will increase more.

H1: Sustainable human resource management has a positive impact on work engagement.

2.3. SHRM and Employability

Forrier & Sels (2003) state that employability is an individual's opportunity to work in the internal or external labor market, which depends on the ability and willingness of an individual. The definition of employability, according to Rothwell & Arnold (2007), is an individual's ability to stay in the job they currently have or get the job that they want. Heijde & Heijden (2005) interpret employability as the level of an individual in fulfilling, obtaining, and creating sustainable work through optimal use of competence. Employability is a concept that allows an employee to assess their suitability of their ability to compete in the internal and external labor market.

Employees who feel the positive impact of the SHRM practice system in the company, such as meeting the needs, feeling safe and comfortable, believe that this job provides them with increased knowledge, gives better opportunities, and

develops their skills so that they can face work challenges in the future (De-Vos & Heijden, 2017). Employability has a good impact when using SHRM, which focuses on implementing sustainable development principles and using labor resources in a way that does not limit the potential for future employee growth (Lulewicz-Sas et al., 2022). Companies that consider employee's abilities as an asset can contribute to better organizational and social performance (e.g., functional flexibility, job security, well-being) as well as increasing the attractiveness of the employees in the labor market and competing other companies (Martini et al., 2023). Karman (2020) explained that studies on SHRM provide a significant and positive role in achieving organizational goals, one of which is to increase workers' employability. If SHRM is well implemented in the company, the worker's employability level will also increase. According to this explanation, the following allegation emerges:

H2. Sustainable human resource management has a positive impact on employability

2.4. Job Satisfaction

Locke (1969) defines job satisfaction as the relationship that an individual feels between the desired job and the perceived offer of what is needed. Sarmiento et al. (2007) associate job satisfaction with the result of actions taken by employees, depending on the amount of effort to do the job. Job satisfaction demonstrates a systematic process that allows organizations to identify the level of workers' happiness in terms of their responsibilities at work and the work environment (Kalawilapathirage et al., 2019). Satisfied employees generally engage in organizational behavior exceeding their job and role expectations, while contributing to the workload and stress reduction of organizational members (Sidabutar et al., 2020). From the explanation, the level of job satisfaction is closely related to the nature of the individual's profession and the individual's perception of their work.

The performance of an organization depends on human resources to support sustainable operations based on employee job satisfaction (Strenitzerová & Achimský, 2019). Job satisfaction is considered the main indicator in measuring employees' feelings towards their work environment and work (Ingusci et al., 2023). Meanwhile, research by Esen & Özer (2020) presents the output of the SHRM model concept at the individual level, namely job satisfaction, motivation, work quality, and employability. This was confirmed by Al-Kurdi et al. (2021), who found that HRM practices were positively correlated with workers' job satisfaction. Companies implement SHRM practices as an effort to achieve positive job satisfaction results realized in the form of employee commitment, satisfaction, and engagement (Chen & Chen, 2022; Sypniewska et al., 2023). Companies that implement SHRM comprehensively will increase employee's job satisfaction.

H3. Sustainable human resource management has a positive impact on job satisfaction.

3. METHODOLOGY

3.1. Measurement

This research employed a quantitative deductive method because it has a clear, observable, and measurable population and sample to test the hypothesis. Then, this research also applied a purposive sampling method with respondents from BUMN permanent employees in the construction sector in Indonesia who had worked for more than 2 years. The total number respondents is 252. The method used in data processing and analysis was the SEM PLS with data obtained from questionnaires to confirm the hypothesis that has been built. Data collected can be seen in Table 1.

Table 1. Respondent Profile

Category	Characteristic	Frequency	Percentage (%)
Age	21 – 34 years old	152	60.32
	35 – 48 years old	71	28.17
	49 – 60 years old	29	11.51
	Total	252	
Job Position	Staff	26	10.32
	Officer	114	45.24
	Analyst	50	19.84
	Manager	39	15.48
	Project Manager	23	9.13
	Total	252	
Education	Diploma	48	19.05
	Bachelor	142	56.35
	Master	60	23.81
	Doctoral	2	0.79
	Total	252	

Source: Data processed (2025).

3.2. Research Instrument

The SHRM measurement, which adopted a questionnaire from Asis-Castro & Edralin (2018) and Dumont et al. (2017), has 10 statement items. Employability (EM) uses a questionnaire from Rothwell & Arnold (2007), which consists of 5 statements. The work engagement (WE) measurement refers to Schaufeli et al. (2006) with 14 statement items. Job satisfaction (JS) variable refers to the questionnaire by Sarmiento et al. (2007), which consists of 9 statements. This research was conducted using a Likert scale, where scale one is for strongly disagree and scale four is for strongly agree.

4. RESULTS AND DISCUSSION

4.1. Results

The structured equation model analysis shows that there are items with insignificant values that need to be eliminated. After the elimination, the statements that had significant outer loading values amounted to 25 statement items. Variable construct reliability was measured by composite reliability and Cronbach's alpha values, respectively, for SHRM with the values of 0.818 and 0.869; EM with the

values of 0.723 and 0.827; WE with the values of 0.885 and 0.907; JS with the values of 0.873 and 0.904. Measurement of construct validity is shown by the AVE value of each variable, namely SHRM (0.528), EM (0.544), WE (0.521), and JS (0.612).

Structural relationship analysis of variables is measured by the R^2 value, where the EM variable has an R^2 value of 0.241, so that 24.1% of the variance in EM can be interpreted by SHRM, while the other 75.9% is interpreted by other variables not covered in this study. The JS variable has an R^2 value of 0.308, which means that 30.8% of the variance in JS can be explained by SHRM, while the other 69.2% is explained by other variables not included in this study. The final analysis, namely the WE variable with an R^2 value of 0.162, means that 16.2% of the WE variance can be explained by SHRM, while the other 83.8% of the variance is explained by variables that are not in this study.

The fit model uses the standard root mean square (SRMR) measure with a value of 0.082, so the construct model falls within the standard of fit criteria. The measurement of the relationship between variables uses the T-values and p-values parameters, which are shown in the following table.

Table 2. Hypotheses and Model Testing

Variable Construct	T-Values	p-Values	Result
SHRM → WE	7.838	0.000	Significant
SHRM → EM	8.042	0.000	Significant
SHRM → JS	9.466	0.000	Significant

Source: Data processed (2025).

Based on the hypothesis test data, all hypotheses show T-values of more than 1.96 and p-values of less than 0.05, so that in this study, all hypotheses are accepted.

4.2. Discussion

Employee intrinsic motivation, consisting of employability, work engagement, and job satisfaction, was assessed in this research, and it was proven that all hypotheses were accepted, so that the higher the level of implementation of sustainable human resource management in the company, the more motivated employees in these three aspects. This cannot be separated from the construction services industry as a driver of global economic growth, which uses a lot of human resources in the production process. The strategic state project initiated by the government marks the rapid growth of the construction services industry in Indonesia and proves that Indonesia is one of the key places for the development of the global construction industry. State-owned construction companies are the frontliners in completing this strategic project.

The company provides sustainable human resource management practices in the form of training to employees in promoting environmentally friendly values that have the highest impact on employees. This is in line with the green construction concept, which is always embedded in every construction project, where it is important to always protect the surrounding environment. For example, the construction project for IKN, the new national capital, in East Kalimantan Province

carries a green concept building theme to minimize the negative impacts of construction on the surrounding environment.

The results of the analysis show that sustainable human resource management has a strong positive impact on employability. The results of this research are in line with previous research (Karman, 2020; Martini et al., 2023), which found that the higher the implementation of sustainable human resource management practices, the higher the level of employee employability will be. Meanwhile, there are findings by Lulewicz-Sas et al. (2022) that state sustainable human resource management has a partial effect on employability. The explanation for this phenomenon is that employability is formed and develops within employees due to three factors: individuals, personal circumstances, and external situations. The individual factor refers to insight, competence, expertise, education, work experience, health level, age, and gender. Meanwhile, personal circumstances influence a person's employability, such as family, environmental conditions, work culture, and accessibility to job resources. The third factor is the influence of external conditions such as labor demand, government policies on labor, and accessibility to transportation (McQuaid & Lindsay, 2005). In this research, it was found that individual employees have a high level of self-confidence in their ability to do their work, both in terms of their personal circumstances and external factors, so that employees are confident that they will be retained by the company if downsizing occurs. Based on this explanation, sustainable human resource management practices (i.e., continuous training, relationships between employers and employees, awards for performance, etc.) in state-owned construction companies in Indonesia increase the employability of individual employees.

This research also proves that there is a strong positive relationship between sustainable human resource management and work engagement. This is in line with previous research that states the two are positively related to each other (Abu-Mahfouz et al., 2023; Karman, 2020; Lulewicz-Sas et al., 2022; Xu et al., 2020). There are findings where hypothesis 2 is partially supported due to the low level of explanatory power to explain the sustainable human resource management variable. The explanation for this is that the research subjects are permanent employees with a tenure of more than two years, so these employees are contractually bound to the company, while in work engagement, the concept raised has three factors: vigor, dedication, and absorption, which emerge from within individuals. In this study, it was found that employees can continue working for very long periods of time, which is in line with partial working hours in construction businesses, which have operating times of up to 3 shifts. On this basis, the findings in this research are that employee work engagement can be influenced by the form of employment contract.

Furthermore, the influence of sustainable human resource management on job satisfaction is proven to be high, which is in line with some previous research (Al-Kurdi et al., 2021; Chen & Chen, 2022; Sypniewska et al., 2023). Sustainable human resource management practices in companies create good workplace well-being, which, in this case, creates a sense of satisfaction for employees (Sypniewska et al., 2023). This statement is also in line with person-environment theory, which states that employees' emotional and cognitive needs are related to organizational resources. In this case, it can be interpreted that positive job satisfaction will arise from employees if the organization regards employees as assets, not just as resources, by meeting the employees' needs through a sustainable human resource

system. On the other hand, negative impacts will arise from employees if their needs are not met. Employees feel happy when their efforts in doing their work are recognized and well-accepted by their superiors, which bring them satisfaction. This is relevant to person-environment theory, where the dominant factor in this research looks at the emotional factors of employees who feel satisfied when there is recognition from superiors. Based on this, job satisfaction is the level of an individual's sense of having their needs and expectations met which arises from cognitive and emotional responses.

5. CONCLUSION

The results of this research prove that in facing the global challenge of rapid growth in the construction industry over a long period of time, state-owned construction companies in Indonesia need to consider implementing sustainable human resource management to increase employee intrinsic work motivation: employability, work engagement, and job satisfaction. This statement is supported by the results of data analysis in this research, which show that sustainable human resource management has a significant relationship with three other variables.

The findings in this research also contribute to the exploration of individual employee dynamics as a form of response to the implementation of human resource management policies in the company. This is in line with research by McQuaid & Lindsay (2005), which found that individual dynamics will greatly influence the results of research regarding the implementation of human resource policies. Several academic theories are used to approach complex human nature, in the context of this research, including the job demand-job resource model and person-environment theory. The individual dynamics found in this research can influence the results, including the level of employee welfare, working environment conditions, state per capita income, and the psychological influence of employees on the level of job security based on employee contractual types.

Apart from managerial and academic contributions, this research has limitations. First, this research was conducted only on employees of state-owned construction companies in Indonesia. So it cannot describe the overall condition of employees in Indonesia. Therefore, further research can take a larger scope to describe the conditions more accurately. Second, this research does not cover in detail the current conditions felt by employees, so that future research can include variables that describe employees' actual conditions as mediating factors. Third, limited accessibility of data collection, where most of the data was obtained from the five largest construction sector state-owned enterprises in Indonesia, while there are several other construction sector state-owned enterprises that cannot be reached. Therefore, further research can take samples with a wider coverage to get more accurate analysis results.

5.1. Managerial Implication

This research contributes to providing a new perspective on the impact of sustainable human resource management practices as a newly recognized concept that is currently continuing to develop. The application of the sustainability concept to human resource management allows companies to gain opportunities to achieve

long term performance from a financial, social, and ecological perspective. In this research, it was found that the relationship between staff and superiors did not have a big influence in improving performance. This is considered relevant because performance is determined by the individual's own performance, and the relationship between staff and superiors only takes the form of communication at work. On this basis, this concept helps companies and practitioners in determining human resource management policies to compete in the long-term construction business

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