

Human Resource Management as a Psychological Energy Regulation System in Organizational Sustainability

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ABSTRACT

Organizational dynamics in the digital era require a human resource management (HRM) approach that emphasizes the sustainable management of employees' psychological aspects. This study aims to analyze the role of HRM as a psychological energy regulation system in supporting organizational sustainability, focusing on medium-sized manufacturing companies in Greater Jakarta. Psychological energy, encompassing motivation, work engagement, and emotional resilience, is positioned as a strategic resource influencing organizational performance continuity. A quantitative explanatory design was employed, involving 72 employees from manufacturing companies. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The variables include HRM practices, psychological energy regulation, and organizational sustainability. The findings indicate that HRM practices positively affect psychological energy regulation, which in turn enhances organizational sustainability, particularly in productivity and employee engagement. Psychological energy also mediates the relationship between HRM and organizational sustainability. This study contributes to HRM literature by positioning psychological energy as a key mechanism in maintaining organizational sustainability. Practically, the findings highlight the importance of developing HRM systems capable of managing employees' psychological capacity in facing complex organizational dynamics.

INTRODUCTION

The development of the organizational environment in the digital era is characterized by increasing complexity, dynamics of change, and increasingly high performance demands. This condition encourages organizations to not only rely on physical and financial resources, but also to strengthen the management of human resources strategically (Pratama, 2023). In this context, human resource management (HRM) is no longer understood as just an administrative function, but as a system that plays an important role in maintaining the sustainability of the organization

through the management of the psychological capacity of employees (Asrini et al., 2025; Wardhani et al., 2026).

One of the concepts that is increasingly developing in the study of HRM is psychological energy, which reflects the internal condition of individuals in the form of motivation, employee engagement, and emotional resilience (Hulu et al., 2025). Psychological energy is seen as an important resource that allows individuals to maintain performance and adapt to dynamic work pressures. International studies show that work engagement and psychological well-being have a significant relationship with organizational performance and sustainability (Bakker & Demerouti, 2017). In addition, the Job Demands-Resources (JD-R) approach explains that the balance between work demands and psychological resources is a key factor in maintaining individual and organizational performance (Rina et al., 2025; Sati & Izzati, 2025).

Nevertheless, HR practices in many organizations still focus on short-term performance aspects, such as productivity and efficiency, without considering the sustainability of employees' psychological energy. This can trigger burnout, decreased engagement, and increased turnover (Fhauzan & Ali, 2024). Previous research has shown that a lack of attention to the psychological aspects of HRM can negatively impact the sustainability of the organization (Bakker & De Vries, 2021). Therefore, an HRM approach is needed that is able to function as a psychological energy regulatory system, which is an organizational mechanism in managing, maintaining, and restoring the psychological capacity of employees in a sustainable manner.

In addition, the sustainability of the organization is not only determined by the economic aspect, but also by the organization's ability to maintain the quality of human resources. In this perspective, HRM has a strategic role in creating a work environment that supports psychological well-being as well as performance. Recent research also emphasizes that employee well-being oriented HR practices can improve organizational adaptability in the face of changing business environments (Priyana & Afrina, 2025).

However, there is still a research gap, especially in understanding the mechanisms by which HRM practices affect organizational sustainability through psychological energy regulation. Most previous studies have emphasized the direct relationship between HRM and organizational performance, without exploring the role of psychologically-based mediation variables in depth. Therefore, this study seeks to fill this gap by integrating the perspective of HRM and organizational psychology in one analytical framework.

Based on this description, the formulation of the problem in this study is: (1) whether the practice of HRM affects the regulation of employee psychological energy; (2) whether the regulation of psychological energy has an effect on the sustainability of the organization; and (3) whether psychological energy mediates the relationship between HRM and organizational sustainability. In line with the formulation of the problem, this study aims to analyze the relationship between HRM practices, psychological energy regulation, and organizational sustainability, as well as examine the mediating role of psychological energy in these relationships.

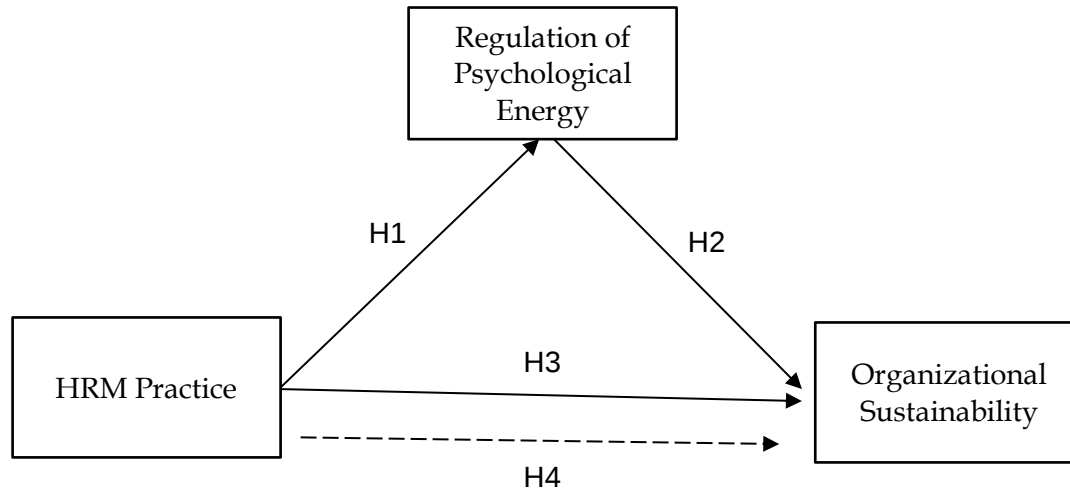


Figure 1. Research Conceptual Framework
Source: Developed by the Author, 2025 (based on theoretical review)

Based on the conceptual framework developed, this study proposes the following hypotheses:

- H1: The practice of HRM has a positive effect on the regulation of employees' psychological energy.
- H2: Psychological energy regulation has a positive effect on the sustainability of the organization.
- H3: Human resource practices have a positive effect on the sustainability of the organization.
- H4: Psychological energy regulation mediates the relationship between HR practices and organizational sustainability.

The hypothesis was tested using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which allows a comprehensive analysis of causal relationships between latent variables, especially in relatively limited sample sizes.

Thus, this research is expected to contribute to expanding the study of HRM by emphasizing the role of psychological energy as a key mechanism in maintaining organizational sustainability, as well as providing practical implications for organizations in designing more sustainable human resource management strategies and oriented towards employee welfare.

METHODS

Research Type and Design

This study uses a quantitative approach with an explanatory design that aims to examine the causal relationship between human resource management (HRM) practices, psychological energy regulation, and organizational sustainability. The explanatory design was chosen because

it allows researchers to test hypotheses regarding the direct and indirect influences between latent variables. Data analysis was conducted using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach, which is suitable for research models that are complex and predictive, and are able to accommodate relatively limited sample sizes (Prabowo & Febrian, 2025; Sari et al., 2022).

Population and Sample

The population in this study is all employees who work in medium-scale manufacturing companies in the Greater Jakarta industrial area. The sampling technique uses purposive sampling with the criteria of respondents, namely employees who have worked for at least one year in order to have an adequate understanding of the HRM practices applied in the organization. The number of samples in this study was 72 respondents, which were considered to have met the minimum criteria in the PLS-SEM analysis based on the complexity of the research model.

Research Time and Place

This research was carried out on medium-scale manufacturing companies located in the Greater Jakarta industrial area. The data collection process was carried out in an imaginary time frame, starting from January 3, 2025 to February 28, 2025. The selection of this period takes into account the availability of respondents and the company's relatively stable operational conditions so as to allow optimal data collection.

Research Instruments

The research instrument used was a structured questionnaire with a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). The variables of HRM practice are measured through indicators that reflect aspects of recruitment, training and development, performance appraisal, and compensation. The variables of psychological energy regulation are measured through indicators that represent employees' work motivation, work engagement, and emotional resilience. Meanwhile, organizational sustainability variables are measured through indicators that include productivity, employee engagement, and sustainability of organizational performance. All instrument items are adapted from previous research that has been tested for validity and reliability.

Data Collection Procedures and Techniques

The data collection procedure is carried out systematically through several stages. The initial stage is the preparation of research instruments based on literature reviews and conceptual frameworks that have been developed. Furthermore, a pilot test was carried out on a limited number of respondents to ensure clarity and consistency of questions. After the instrument was declared feasible, the questionnaire was distributed to respondents both directly and through

online media. The collected data is then selected to ensure completeness and feasibility before further analysis is carried out.

Data Analysis Techniques

The data analysis in this study was carried out using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach with the help of SmartPLS software. The analysis was carried out through two main stages, namely the evaluation of the measurement model (outer model) and the evaluation of the structural model (inner model). The evaluation of the outer model aims to test the validity and reliability of the construct through convergent validity, composite reliability, and discriminant validity indicators. Meanwhile, an internal model evaluation was carried out to test the relationship between latent variables by looking at the value of the path coefficient, determination coefficient (R^2), and significance of the relationship through the bootstrapping procedure (Evi & Rachbini, 2023). In addition, the analysis also included testing the mediating effects to determine the role of psychological energy regulation in mediating the relationship between HRM practices and organizational sustainability. Hypothetical decision-making is based on t-statistical values greater than 1.96 and p-values smaller than 0.05.

RESEARCH RESULTS

Respondent Characteristics

The results of data processing showed the distribution of respondent characteristics based on working period and education level as presented in Table 1.

Table 1. Respondent Characteristics

Characteristics	Category	Frequency (n)	Percentage (%)
Work Tenure	< 1 year	10	13,9
	1-5 years	39	54,2
	> 5 years	23	31,9
Education	Diploma	15	20,8
	Bachelor (S1)	45	62,5
	Postgraduate (S2)	12	16,7

Source: Primary Data Processed, 2025

Based on Table 1, the majority of respondents had a working period of 1-5 years with a percentage of 54.2%, followed by respondents with a working period of more than 5 years at 31.9%, and the remaining less than 1 year at 13.9%. In terms of education level, most of the respondents were undergraduate (62.5%) graduates, followed by diplomas (20.8%) and postgraduate (16.7%). These findings show that the distribution of respondents is dominated by employees with intermediate work experience and a bachelor's education background.

Evaluation of Measurement Models (Outer Model)

a. Convergent Validity

The results of the convergent validity test showed that most of the indicators had an outer loading value above 0.70, which indicated that the indicator was able to represent a well-measured construct. However, there are several indicators with an outer loading value that is slightly below 0.70, but they are still acceptable in exploratory and PLS-SEM-based research, as long as the Average Variance Extracted (AVE) value still meets the required criteria.

Table 2. Outer Loading Value

Variable	Indicator	Outer Loading
HRM Practice	HRM1	0,812
	HRM2	0,781
	HRM3	0,712
	HRM4	0,834
Regulation of Psychological Energy	REP1	0,826
	REP2	0,857
	REP3	0,695
Organizational Sustainability	KO1	0,841
	KO2	0,803
	KO3	0,768

Source: Primary Data Processed Using SmartPLS 4, 2025

In general, the outer loading value shows that all indicators have a fairly strong contribution in explaining their respective constructs. The variation in loading values between indicators reflects a more natural state of empirical data, where not all indicators have identical strengths. Based on the calculation results, the AVE value for each construct is above 0.50, so it can be concluded that the constructs in this study have met the criteria for convergent validity.

b. Construct Reliability

Construct reliability testing was carried out using composite reliability values to assess the internal consistency of each variable. The results of the analysis showed that the entire construct had a composite reliability value above 0.70, which indicated that the research instrument had an adequate level of reliability in measuring the variables studied.

Table 3. Composite Reliability and AVE

Variable	Composite Reliability	AVE
HRM Practice	0,861	0,612
Regulation of Psychological Energy	0,842	0,646
Organizational Sustainability	0,874	0,699

Source: Primary Data Processed Using SmartPLS 4, 2025

The composite reliability value in the range of 0.84 to 0.87 indicates that each construct has a good level of internal consistency. On the other hand, an AVE value above 0.50 indicates that the latent variable is able to explain more than half of the variance of the indicator. Thus, it can be stated that all constructs in this study are reliable and suitable for further analysis.

c. Discriminant Validity

Discriminatory validity testing was carried out using the Fornell-Larcker criteria. The results of the analysis show that the value of the square root of AVE of each construct is greater than the correlation value between other constructs. This indicates that each construct has a good degree of discrimination, so that it is able to distinguish itself clearly from other constructs in the research model. Overall, the results of the evaluation of the measurement model show that all indicators and constructs have met the validity and reliability criteria required in the PLS-SEM analysis. Thus, the measurement model is declared feasible and can be continued at the structural model evaluation stage to test the relationship between latent variables.

Evaluation of Structural Models (Inner Model)

The value of the determination coefficient (R^2) indicates the model's ability to explain the variance of dependent variables.

Table 4. R-Square Value

Variable	R^2
Regulation of Psychological Energy	0,482
Organizational Sustainability	0,563

Source: Primary Data Processed Using SmartPLS 4, 2025

Based on Table 4, the R^2 value of 0.482 indicates that the practice of HRM is able to explain 48.2% of the variance in psychological energy regulation. Meanwhile, an R^2 value of 0.563 indicates that HRM practices and psychological energy regulation together are able to explain 56.3% of the variance in organizational sustainability. This value is moderate, which indicates that the model has quite good explanatory skills.

Hypothesis Testing (Path Coefficient)

Hypothesis testing was carried out to determine the direct influence between variables in the research model by looking at the path coefficient, t-statistics, and p-value.

Table 5. Hypothesis Test Results

Hypothesis	Variable Relationships	Coefficient (β)	t-statistics	p-value	Result
H1	HRM → Psychological Energy Regulation	0,694	8,215	0,000	Accepted

H2	Psychological Energy Regulation → Sustainability	0,531	5,102	0,000	Accepted
H3	Human Resources → Organizational Sustainability	0,287	2,413	0,016	Accepted

Source: Primary Data Processed Using SmartPLS 4, 2025

Based on Table 5, all hypotheses in this study are declared accepted. The practice of HRM has been shown to have a positive and significant effect on the regulation of psychological energy ($\beta = 0.694$; $p < 0.001$). Furthermore, the regulation of psychological energy also has a positive and significant effect on organizational sustainability ($\beta = 0.531$; $p < 0.001$). In addition, the practice of HRM directly showed a positive and significant influence on the sustainability of the organization ($\beta = 0.287$; $p < 0.05$).

These results show that the relationships between variables in the model have a positive direction with a level of significance that meets the test criteria, so the developed structural model is supported by empirical data.

Mediation Test (Indirect Effect)

The mediation test was conducted to determine the role of psychological energy regulation as an intervening variable in the relationship between HRM practices and organizational sustainability.

Table 6. Mediation Test Results

Mediation Relationship	Indirect Coefficient (β)	t-statistics	p-value	Result
HRM → Psychological Energy Regulation → Organizational Sustainability	0,368	4,672	0,000	Partial Mediation

Source: Primary Data Processed Using SmartPLS 4, 2025

Based on Table 6, the test results show that the indirect influence of HRM practices on organizational sustainability through the regulation of psychological energy is positive and significant ($\beta = 0.368$; $p < 0.001$). This indicates that the regulation of psychological energy plays a role as a mediating variable in the relationship.

In addition, because the direct influence of HRM practices on organizational sustainability remains significant, it can be concluded that the type of mediation that occurs is partial mediation. These findings show that HRM practices not only affect the sustainability of the organization directly, but also indirectly through increased regulation of employees' psychological energy.

Discussion

The findings of this study show that human resource management (HRM) practices have a positive and significant effect on the regulation of employees' psychological energy. These results indicate that the quality of HRM practices plays an important role in shaping the psychological condition of individuals within the organization (Suhartini et al., 2025; Widodo & Zaenuri, 2025). Practices such as training and development, an objective performance appraisal system, and fair compensation not only improve employability, but also strengthen employees' motivation, engagement, and emotional resilience. Thus, HRM can be understood as a strategic mechanism that directly activates and maintains the psychological energy of employees (Estede et al., 2025; Harefa, 2026).

Furthermore, the regulation of psychological energy has been proven to have a positive and significant effect on the sustainability of the organization. These findings show that employees' ability to manage their psychological energy is an important factor in supporting sustainable organizational performance (Sri et al., 2025). Employees who have high levels of psychological energy tend to be more productive, more engaged in work, and better able to deal with pressure and change. This condition contributes to the stability and sustainability of the organization in the long term, thus emphasizing that the psychological aspect is a key element in the dynamics of modern organizations (Ningrum et al., 2025).

On the other hand, the practice of HRM also has a significant direct influence on the sustainability of the organization, although with relatively lower power than the indirect influence through the regulation of psychological energy (Muktamar, 2025). This shows that HR practices do not necessarily result in optimal organizational sustainability without going through internal processes at the individual level. In other words, the effectiveness of HRM in driving organizational sustainability is highly dependent on its ability to influence the psychological state of employees (Ainiyah et al., 2025; Basuki, 2023).

Furthermore, the results of the mediation test showed that the regulation of psychological energy plays a partial mediator in the relationship between HRM practices and organizational sustainability. These findings confirm that the influence of HRM on organizational sustainability occurs through two pathways, namely direct pathways and indirect pathways through psychological energy (Wardana & Rojuaniah, 2023). This role of partial mediation suggests that psychological energy is an important mechanism that bridges the relationship between organizational policies and the results achieved. Thus, effective HR practices will have a greater impact on the sustainability of the organization if it is able to optimally increase the psychological energy of employees (Walay et al., 2025).

Overall, the results of this study show that the sustainability of the organization is not only determined by managerial systems and policies, but also by the psychological condition of employees as the main actors in the organization. Therefore, organizations need to develop an HRM approach that is not only oriented towards improving performance, but also on the

management and maintenance of employees' psychological energy as a strategic resource in achieving long-term sustainability.

CONCLUSION

This study concludes that human resource management (HRM) practices have a strategic role in improving organizational sustainability, both directly and indirectly through the regulation of employee psychological energy. The practice of HRM has been proven to have a positive and significant effect on the regulation of psychological energy, which shows that human resource management policies and systems are able to effectively shape the psychological condition of employees. Furthermore, the regulation of psychological energy has proven to be an important factor that affects the sustainability of the organization. Employees who have a good level of motivation, engagement, and emotional resilience tend to be able to support organizational performance on an ongoing basis. In addition, HR practices also have a direct influence on organizational sustainability, albeit with a lower power than indirect influences.

The results of the study also show that the regulation of psychological energy plays a partial mediator in the relationship between HRM practices and organizational sustainability. This confirms that the influence of HRM on organizational sustainability does not only occur through structural mechanisms, but also through internal processes that involve the psychological condition of employees. Overall, the study confirms that organizational sustainability is not only determined by the effectiveness of managerial practices, but also by the organization's ability to manage and maintain employees' psychological energy as a strategic resource. Therefore, the development of HRM practices that are oriented towards the welfare and psychological capacity of employees is the key in achieving organizational sustainability.

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