Implementation of Gratitude Program to Increase Employee Resilience and Loyalty in the Workplace

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KEYWORDS	ABSTRACT
Gratitude; Resilience; Organizational Culture; Employee Well-Being	This research aims to examine the effect of the implementation of the gratitude program on employee resilience and loyalty in the workplace. Using a qualitative approach with in-depth interviews and focused group discussions, the study involved 20 employees from various divisions in a company that had implemented a gratude program. The results of the study show that this program increases employee resilience through activities such as gratitude sharing sessions and gratitude journal writing, as well as increasing employee loyalty by strengthening appreciation and attachment to the company. These findings indicate that gratitude programs are effective in creating a positive work environment, improving psychological well-being, and strengthening interpersonal relationships in the workplace. This research contributes to the development of HR management theory and offers practical implications for companies in increasing employee resilience and loyalty.

1. Introduction

While company needs employees who have the ability and motivation to contribute to driving the company's development. Therefore, systematic competency development is highly emphasized to create quality Human Resources (HR). Quality human resources, which include knowledge, skills, and personality characteristics, positively affect organizational performance (Faisal et al., 2023; Qamari et al., 2019).

Human resource management involves a series of processes, including recruitment, training, assessment, as well as attention to employment relationships, health, safety, fairness, and employee concerns. The concepts and techniques needed by managers to manage the personal aspects of this management include job analysis, workforce needs planning, candidate selection, onboarding and training of new employees, wage and incentive administration, performance evaluation, and the development of relationships and attachments between employees (Smalley et al., 2017; Smith et al., 2022).

Work attachment is very closely related to employee performance and customer satisfaction. Therefore, work engagement is crucial for companies in maintaining employee retention, maintaining customer satisfaction, and achieving optimal performance by increasing the bond between employees and the organization (Monica & Yusrizal, 2023).

In the midst of increasingly fierce competition and rapid technological developments, as well as the emergence of new challenges, changes in practices, culture, and work environments, organizations need to be active, competitive, and passionate (Cozy, 2018). Employees are expected to optimize their competencies and skills to create effective ideas in completing tasks, with the aim of achieving the organization's mission, vision, and strategic goals (Paramansyah et al., 2021). Ghaisani (2022) Explain that work attachment is a positive and satisfying mental state for employees, which includes vigour, dedication, and absorption. This characteristic shows that employees feel competent, able to face challenges maturely, stay focused, and feel part of a team in achieving common goals. They also show a willingness and enthusiasm to complete tasks by using their physical and intellectual abilities to increase productivity.

Employees who are less engaged with their work can experience behavior and performance issues, such as difficulty concentrating at work, high absenteeism rates, and low productivity (Meithiana, 2017; Umam & Abdurokhim, 2023). They tend to violate the professional code of ethics by being often absent or irresponsible in the tasks given. The lack of work attachment is often caused by a lack of respect for the organization. Employees may not fulfill their duties well despite realizing the organization has given them their trust. This attitude reflects a low level of appreciation for the opportunities that have been given.

Gea (2022) explains that gratitude is a feeling that can change an individual's attitudes, habits, morals, and traits in responding or reacting to various situations. Gratitude teaches individuals to appreciate their lives and feel awe. In addition, gratitude also encourages individuals to act according to the acceptance they receive, both to others and to intangible objects. Gratitude encourages individuals to behave positively by contributing to the well-being of others as a form of appreciation for what they have received (Shabrina et al., 2020).

Positive spiritual, emotional, and behavioral encouragement that benefits others can inspire gratitude. Humans receive various goodness, such as life, happiness, confidence, and hope for the future, which are manifestations of positive feelings. As social beings, humans are sensitive to their surroundings, understand the feelings of others, and respond with emotional and cognitive complexity to the difficulties faced by others, including in giving forgiveness and support. The belief that what we have is not completely ours, but a gift from God, teaches us to share with each other (Paska et al., 2016).

In the era of increasingly fierce business competition and rapid technological change, companies need to have employees who are not only competent but also resilient and loyal (Lie, 2021). Resilient employees are better able to deal with changes and challenges, while employee loyalty helps reduce turnover rates and improve operational continuity (Hartati et al., 2023). The gratitude program is expected to be an effective solution to improve these two aspects, so that companies can quickly adapt to market dynamics and maintain a competitive advantage.

This study introduces the gratitude program (gratitude) as an innovative approach to increase employee resilience and loyalty in the workplace. Although studies on gratitude have been

widely conducted, its specific application in the context of employee resilience and loyalty is still rarely explored. This research focuses on the direct influence of gratitude programs on two important aspects of human resource management, namely resilience and loyalty, which are expected to provide new insights for employee development.

This study aims to identify the influence of gratitude programs on improving employee resilience, assess their impact on employee loyalty in the workplace, and evaluate their effectiveness in creating a positive and productive work environment. The benefits of this study are that it provides a practical method for companies to increase employee resilience and loyalty, which in turn can improve the overall performance of the company; helping employees develop positive attitudes and gratitude, which can improve psychological well-being and job satisfaction; as well as adding literature for researchers and academics regarding the implementation of gratitude programs in the context of human resource management and providing a basis for further research.

The implementation of the gratitude program can have positive implications for human resource management by increasing employee resilience and loyalty. These programs can be an integral part of an employee development strategy, helping to create a company culture that supports employee growth and well-being. In addition, the results of this study are expected to encourage other companies to adopt a similar approach, improving overall HR management practices.

2. Materials and Methods

This research uses a qualitative approach to explore the influence of gratitude programs on employee resilience and loyalty in the workplace, as it allows researchers to gain an in-depth understanding of employees' experiences and perceptions of gratitude programs and their impact on their work lives (Sugiyono, 2013). The study participants consisted of employees from various divisions in a Company X who had implemented a gratude program, selected using purposive sampling techniques to ensure variations in experience and background, so that the data obtained was richer and more diverse. The total number of participants was 20 people, consisting of employees with varying levels of seniority and length of service in the company. Data were collected through in-depth interviews and focus group discussions. Each interview lasts 60-90 minutes and is conducted face-to-face or via video call, designed to explore individuals' experiences with the gratude program, it affects their resilience and loyalty, and their perception of change in the work environment. Discussions were conducted with small groups of 5-6 employees to explore collective views and social interactions related to the implementation of the gratude program, with each session lasting 2 hours and facilitated by the principal researcher. The interview and discussion guide was developed based on a literature review on employee gratitude, resilience, and loyalty, including open-ended questions that encouraged participants to share their experiences and views in depth. The data collected was analyzed using thematic analysis techniques, including transcription steps, initial coding, theme development, review and refinement, and data interpretation in the context of existing literature. This research adheres to the principles of research ethics by ensuring the confidentiality of participant information, information consent, and

data security. With this method, the research is expected to provide in-depth insights into how gratitude programs can improve employee resilience and loyalty in the workplace.

3. Result and Discussion
Experience with the Gratitude Program
1. Perception of the Gratitude Program

The gratitude program implemented in the Company is designed to help employees develop gratitude in their daily work lives. Employees are involved in various activities, such as gratitude sharing sessions, writing gratitude journals, and appreciating colleagues. In general, employees considers this program as a positive initiative that contributes to a better work atmosphere and improves interpersonal relationships.

The majority of employees feel that gratitude programs give them the opportunity to appreciate the little things that are often missed in their daily routines. The program also helps them focus on the positive aspects of work and work relationships, which in turn improves mood and mental well-being. Employees stated that the gratitude program encourages them to appreciate each other more and improve communication and cooperation between teams.

However, some employees feel that the program takes time to adapt and is not yet fully integrated into their work culture. There are also employees who are initially skeptical about the effectiveness of this program, but as time goes by, employees begin to feel the benefits.

Table 1 Response to the Gratitude Program

No	Types of Employees	Djvision	Participant Quotes
1	Employee A	Finance Division	"At first I felt like the program was just a formality, but after a few months, I started to see a change in the way I viewed my job and co-workers. I feel grateful more often and this makes me more excited every day."
2	Employee B	Marketing Division	"The gratitude program really helps me to focus on positive things. Writing down the things I'm grateful for every day helps me face challenges at work more calmly."
3	Employee C	HR Division	"I enjoy sharing feelings of gratitude. Hearing colleagues share things they are grateful for makes me realize that I often overlook many good things. This makes me appreciate my work and my colleagues more."
4	Employee D	IT Division	" At first, I doubted that this program would have an impact, but after several sessions, I feel more connected to my team. We are more open and supportive of each othe
5	Employee E	Operations Division	"This program helps me see the positive side in every situation. Although work can be very stressful, having moments to stop and be grateful goes a long way in reducing stress."

Based on the quote in table 1, it can be seen that employees' perception of the gratitude program is generally positive. They feel an improvement in their work atmosphere, interpersonal

relationships, and mental well-being. However, the process of adaptation and integration of programs in work culture is also a challenge that needs to be considered to achieve optimal results.

2. Implementation of the Gratitude Program

The gratitude program at the Company is implemented through several structured activities and initiatives. Some of the main steps in its implementation are:

a. Gratitude Sharing Session,
   Each week, employees are invited to participate in a gratitude sharing session. In this session, employees are asked to share their experiences or things they are grateful for at work.
b. Writing a Gratitude Journal,
   Employees are encouraged to write a gratitude journal every day, noting down at least three things they are grateful for. The journal can then be shared voluntarily in weekly sessions or kept as a personal reflection.
c. Respect for Colleagues,
   The program also includes monthly awards for employees who are deemed to have demonstrated a positive attitude and gratitude in their work. Nominations are made by colleagues and awards are announced at the company's monthly meeting.
d. Training and Workshops
   Special trainings and workshops are held to help employees understand the concept of gratitude and how to apply it in their daily lives, both professionally and personally.

Initial reactions from employees to the gratitude program were mixed. Some employees welcomed this initiative from the beginning, feeling that it was a positive step to improve well-being and happiness in the workplace. They are enthusiastic about participating in the sharing and journal writing sessions.

However, there are also employees who are initially skeptical or uncomfortable with this concept, feeling that it is an additional burden in their work routine. Some consider that these programs may not provide any real benefits and are only formalities.

As time went on, many of the skeptical employees began to see the benefits of the gratude program. They reported improvements in mood, better relationships with coworkers, and decreased stress levels. The continued implementation of the program also helps build a stronger culture of gratitude within the company, with more employees starting to appreciate and support each other.

The Effect of Gratitude Programs on Resilience and Loyalty

Gratitude programs help employees develop the ability to deal with stress and challenges at work, through gratitude sharing sessions and journal writing that promote calm and clear thinking in difficult situations. Employees from various divisions report that the program makes them more patient and able to see the good side of each challenge. For example, an employee of the customer service division stated that remembering the positives from his job helps him stay calm when facing angry customers. Employees from the operational division also feel stronger in dealing with work

pressure thanks to this program. Narratives from the marketing division show that writing a gratitude journal every day helps them see good things even on difficult days, while employees in the product development division feel more resilient because focusing on the positive helps them deal with problems with a cool head. In addition, gratitude programs influence employees' attitudes and behaviors in difficult situations, making them more empathetic and supportive of colleagues, as well as more patient and easy to forgive mistakes. For example, an employee in the HR department feels calmer and able to control his emotions, while an employee in the production department becomes more productive and less stressed by focusing on the things he can be grateful for.

The gratitude program also increases employee loyalty to the company by increasing gratitude and appreciation. Employees from various divisions feel more engaged and committed to the company, feel more valued and proud to be a part of the company. For example, an employee in the sales division feels the company cares about their well-being, while an employee in the logistics division feels more proud and wants to stay at the company for a long time. The program also improves interpersonal relationships in the workplace, strengthens cooperation and mutual understanding in the team, and promotes positive communication between employees and superiors. For example, an employee in the creative division feels closer to colleagues and more harmonious teamwork, while an employee in the production division feels more motivated and loyal because the boss is more supportive and appreciates their efforts.

4. Conclusion

This study shows that the implementation of gratitude programs in the workplace has a significant impact on increasing employee resilience and loyalty. The program was well received by the majority of employees, who felt an improvement in their work atmosphere, interpersonal relationships, and mental well-being. Through various activities such as gratitude sharing sessions, gratitude journal writing, appreciation for colleagues, and training, the gratitude program helps employees develop the ability to better deal with stress and challenges, as well as increase gratitude and appreciation for the company. These findings confirm that the gratitude approach can strengthen the emotional bond between employees and the company, increase loyalty, and improve team dynamics and interpersonal communication. The practical implications of this study include the implementation of gratitude programs as part of HR management strategies that support employee well-being and productivity, as well as recommendations for further research that can explore other factors that affect the effectiveness of these programs.

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