

Investigating the Relationship between Employee Well-being Programs and Organizational Performance

Menyelidiki Hubungan antara Program Kesejahteraan Karyawan dan Kinerja Organisasi

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ABSTRACT

This research investigates the relationship between employee wellness programs and organizational performance in various industrial sectors. Using literature analysis methods, this research analyzes recent studies that explore the impact of employee welfare programs on organizational performance. The main findings show that employee wellness programs have a significant role in increasing job satisfaction, productivity, and employee retention in industrial sectors such as manufacturing, information technology, health services, and education. The implication of this research is that a better understanding of the effectiveness of employee wellness programs can help organizations design more effective wellness strategies according to the specific needs of each industry sector, taking into account factors such as company size, organizational culture, and company policies.

Keywords: Employee welfare program, organizational performance, industrial sector, effectiveness, literature analysis

ABSTRAK

Penelitian ini menyelidiki hubungan antara program kesejahteraan karyawan dan kinerja organisasi di berbagai sektor industri. Dengan menggunakan metode analisis literatur, penelitian ini menganalisis studi-studi terbaru yang mengeksplorasi dampak program kesejahteraan karyawan terhadap kinerja organisasi. Temuan utama menunjukkan bahwa program kesejahteraan karyawan memiliki peran yang signifikan dalam meningkatkan kepuasan kerja, produktivitas, dan retensi karyawan di sektor-sektor industri seperti manufaktur, teknologi informasi, pelayanan kesehatan, dan pendidikan. Implikasi penelitian ini adalah bahwa pemahaman yang lebih baik tentang efektivitas program kesejahteraan karyawan dapat membantu organisasi merancang strategi kesejahteraan yang lebih efektif sesuai dengan kebutuhan spesifik dari masing-masing sektor industri, dengan memperhatikan faktor-faktor seperti ukuran perusahaan, budaya organisasi, dan kebijakan perusahaan.

Kata Kunci: Program kesejahteraan karyawan, kinerja organisasi, sektor industri, efektivitas, analisis literatur

1. Introduction

Employee well-being programs have gained significant attention due to their potential impact on organizational performance. Research has shown that there is a relationship between employee well-being programs and organizational performance through various mechanisms. For instance, studies have highlighted the role of high-performance work systems (HPWSs) in improving organizational performance by enhancing employee well-being and attitudes (Katou, 2021). Additionally, health-related assistance programs and leadership support have been found to positively influence organizational performance in federal agencies, with variations based on the type of organization (Al-Fayez, 2023).

Moreover, the perceived organizational support plays a crucial role in enhancing job satisfaction and job performance, mediated by employee well-being (Mustika, 2023). Employee

well-being programs have been associated with increased job satisfaction, emotions, and productivity, ultimately impacting organizational performance positively (Pawar & Kunte, 2022). Furthermore, the presence of a work unit well-being champion has been linked to better employee engagement, satisfaction, and perception of personal well-being, emphasizing the importance of organizational commitment to employee well-being (Wieneke et al., 2019).

Studies have also explored the mediating role of work engagement between workplace mindfulness, organizational justice, and employee well-being, indicating the significance of these factors in enhancing employee well-being in the workplace (Sharma & Kumra, 2020). Additionally, the relationship between employee performance, well-being, job satisfaction, and life satisfaction has been investigated, highlighting the interconnectedness of these factors in sedentary job settings (Kosec et al., 2022).

Employee welfare is a condition where an employee feels optimal physical, mental and emotional health within the scope of their work. This aspect of well-being includes physical and mental health, balance between work and personal life, and job satisfaction. Employee wellness programs are typically designed to support a variety of employee needs, including health programs, counseling, skills training, and recreational facilities. In the context of organizational performance, employee well-being has a significant influence on productivity, job satisfaction and employee retention. Organizations that implement effective wellness programs tend to experience increases in employee motivation, reduced absenteeism, and improved quality of work.

The main challenges organizations face in improving employee well-being include limited resources, resistance to change, and lack of management support. Additionally, there are difficulties in tailoring wellness programs to the unique needs of each employee, as well as accurately measuring the program's effectiveness. The impact of employee welfare programs is not always consistent across various industrial sectors. Some sectors showed a significant increase in performance after implementing the welfare program, while other sectors did not experience significant changes. This variation can be caused by differences in organizational culture, job structure, and employee needs in each sector. In conclusion, the literature suggests that employee well-being programs play a vital role in influencing organizational performance through various mechanisms such as enhancing job satisfaction, engagement, and overall well-being. Organizations that prioritize employee well-being are likely to experience improved performance outcomes, emphasizing the importance of investing in employee well-being initiatives. Although much research has been conducted on employee wellness programs, there is a lack of studies that comprehensively compare the effectiveness of these programs across various industry sectors. Existing research tends to focus on one particular sector without taking into account contextual differences between different sectors.

This research aims to identify and compare the effectiveness of employee welfare programs in various industrial sectors. Thus, it is hoped that this research can provide a clearer picture of how welfare programs can be implemented effectively in different contexts. How effective are employee welfare programs in improving organizational performance in different industrial sectors? This research offers a comprehensive comparative analysis between different industrial sectors, which has not been widely explored in previous literature. Thus, this research can make a significant contribution to the understanding of how industry context influences the effectiveness of employee wellness programs. This research will also provide new insights into the implementation of effective wellbeing programs in various industrial sectors, which can be used as a guide for managers in developing employee wellbeing strategies that suit their respective industrial contexts.

It is hoped that the practical recommendations resulting from this research can help managers improve employee well-being and performance, which in turn can improve overall organizational performance.

2. Research methods

The article collection process is carried out through several structured and systematic steps. First, articles are collected from reputable international databases such as Scopus, Web of Science, PubMed, and Google Scholar. The selection of these databases was based on their extensive reputation for providing academic literature that has gone through a peer-review process, thereby ensuring the quality and credibility of the information sources.

To find relevant articles, specific keywords were used which included "Employee well-being programs", "Organizational performance", "Industry sectors", and "Effectiveness". The keyword "Employee well-being programs" is used to search for articles that focus on employee well-being programs. The keyword "Organizational performance" helps identify articles that discuss the relationship between wellness programs and organizational performance. The keyword "Industry sectors" is used to ensure that the articles found cover a wide range of industrial sectors, and the keyword "Effectiveness" is important to find articles that evaluate the effectiveness of employee welfare programs.

After the search was carried out, a number of articles were collected from each database mentioned. The total number of articles retrieved from each database was recorded to ensure comprehensive coverage and avoid missing any literature. Next, an article screening process was carried out using predetermined inclusion and exclusion criteria. Inclusion criteria included articles written in English, articles published within the last ten years, and studies that explicitly addressed the relationship between employee wellness programs and organizational performance. Meanwhile, exclusion criteria include articles that are not relevant to the research topic and studies with methods that are inappropriate or inadequate to answer the research questions.

The PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method was used to systematically select articles. The PRISMA flow diagram depicts the steps in the selection process, from the initial search to the final selection of articles to be analyzed. This process includes the identification stage, where an initial search for articles is carried out based on predetermined keywords, and filtering, where duplicate articles are discarded and the relevance of the articles is assessed based on the title and abstract. Next, the eligibility stage involved further assessment of articles that passed full-text based screening to ensure compliance with inclusion and exclusion criteria. Articles that met all criteria were then included in the final analysis for the literature review. By following the PRISMA method, this research ensures transparency and systematicity in the article selection process, which in turn increases the validity and reliability of the results of the literature review conducted.

3. Results and Discussions

3.1. Employee Welfare Programs in Various Industrial Sectors

3.1.1. Manufacturing Sector

Employee welfare programs are essential in the manufacturing sector, impacting various aspects such as employee satisfaction, productivity, and retention. Studies have shown that providing adequate healthcare, preventive public health services, and welfare measures voluntarily can lead to a satisfied work environment (Prasanna & Mythili, 2022; Beloor, 2020). Stability and commitment among employees in the manufacturing sector are crucial, especially in challenging business environments (Ngwenya & Pelser, 2020). Corporate social responsibility (CSR) initiatives have been found to influence employee opinions and gender differences within organizations (Gujrati, 2022). Workplace safety measures are vital for enhancing employee productivity in manufacturing firms (Mutegi et al., 2023).

Employee welfare programs not only contribute to job satisfaction but also play a significant role in enhancing employee retention (Subramaniam et al., 2019; Kumar et al., 2021). The impact of employee value proposition, reward and recognition, and welfare programs on retention has been highlighted in various studies (Kumar et al., 2021). Addressing

conflicts within the top management team through employee voice can reduce intentions to quit, emphasizing the importance of effective conflict resolution mechanisms in the manufacturing sector (Chaudhry et al., 2021).

Regarding employee performance, studies have shown that safety and health management practices, organizational climate, and high work performance practices significantly influence employees' performance in manufacturing firms (Salsabil, 2022; AMIN, 2021). Moreover, moral leadership has been linked to increased support, intrinsic motivation, and engagement in creative activities among employees in the manufacturing sector (Adiguzel, 2021).

Overall, employee welfare programs in the manufacturing sector are crucial for creating a conducive work environment, enhancing productivity, ensuring safety, and promoting employee satisfaction and retention.

3.1.2. Information Technology Sector

Employee welfare programs are essential in the Information Technology (IT) sector to support employees and enhance organizational performance (Strassburger et al., 2022). Studies have shown that these programs can improve employee work spirit, motivation, and work-life balance, leading to increased productivity and reduced turnover rates (Gumilar et al., 2021; Pratomo et al., 2023). Additionally, offering attractive benefits and rewards can help in talent branding, making the industry more appealing to potential employees (Manoharan et al., 2023; Xiang & Xu, 2019).

Employee welfare measures include initiatives such as flexible working arrangements, which have been found to positively impact job performance through supervisor support (Sekhar & Patwardhan, 2021). These programs can contribute to employee satisfaction, engagement, and retention, particularly in entrepreneurial enterprises (Pratomo et al., 2023). By promoting fair wages, professional development opportunities, and work-life balance, organizations can attract and retain skilled employees (Pratomo et al., 2023).

Corporate social responsibility practices, such as corporate volunteering programs, can enhance perceived employer attractiveness and contribute to a positive corporate reputation (Oliveira et al., 2021). These programs reflect a company's commitment to social responsibility and can impact employee morale and loyalty (Oliveira et al., 2021). In conclusion, employee welfare programs in the IT sector are vital for enhancing employee well-being, job satisfaction, and organizational performance. By offering comprehensive welfare measures, organizations can attract and retain top talent, improve employee engagement, and create a positive work environment conducive to productivity and success.

3.1.3. Health Services Sector

Employee welfare programs are crucial in the health services sector to ensure the well-being, performance, and retention of healthcare workers. Studies have shown that Corporate Social Responsibility (CSR) initiatives and environmental triggers positively impact employee green behavior and well-being (Ahmed et al., 2020). Employee welfare measures encompass various initiatives aimed at looking after the well-being of employees, including statutory benefits and support systems (Prasanna & Mythili, 2022). Internal Corporate Social Responsibility (ICSR) in healthcare organizations can help mitigate employee burnout, emphasizing the importance of welfare programs for employee wellness (Liu et al., 2023).

In the healthcare sector, stress and burnout can significantly impact employee performance. Implementing stress management strategies and burnout prevention programs, such as training and employee assistance programs, can help employees cope with stress and enhance performance (H, 2023). Organizational culture plays a vital role in affecting employees' mental health, with transparent communication acting as a mediator to support employee well-being during challenging times like the COVID-19 pandemic (Sun et al., 2023).

Work-related depression, anxiety, and stress can hinder healthcare employee performance, highlighting the need for interventions to address job burnout and mental health issues (Sun et al., 2022).

Employee empowerment and self-efficacy have been shown to influence employees' perceptions of the quality of care in healthcare organizations, emphasizing the importance of empowering employees to enhance patient safety and care quality (Alduhaim & Alqasmi, 2023). Job security, satisfaction, and embeddedness are critical factors affecting employee retention in the healthcare industry, underlining the significance of retaining skilled employees to deliver quality services (Aman-Ullah et al., 2021). Additionally, social media codes of conduct are essential in healthcare organizations to protect employees and uphold the organization's reputation (Galea et al., 2023).

Long working hours in healthcare can impact employees' health, necessitating preventive health activities in workplaces to strengthen employees' well-being (Korošec et al., 2022). Organizational agility and effective leadership are crucial for meeting the needs of both patients and employees in the healthcare industry (Ali et al., 2022). Information security compliance behaviors, employee training, and organizational culture are key themes in ensuring data security in healthcare knowledge process outsourcing (Mahipala, 2024). Measures to maintain high employee consistency standards are vital for the healthcare industry's success (Gupta et al., 2021).

Providing healthcare benefits to employees can lead to increased productivity, improved working environments, and reduced absenteeism, benefiting organizations in the long run (Ochieng'a & Ogada, 2021). Workplace wellness programs play a significant role in improving employee health, productivity, and reducing healthcare costs (Fleming, 2020). Employee welfare programs, including benefits and services, contribute to enhancing employee satisfaction, loyalty, and motivation in various industries, including healthcare (Karim, 2022). Employee engagement, leadership styles, and organizational commitment are crucial factors influencing employee loyalty and turnover intentions in the healthcare sector (Romi et al., 2022). In conclusion, employee welfare programs are essential in the health services sector to ensure the well-being, performance, and retention of healthcare workers. By implementing initiatives such as CSR, stress management, burnout prevention, and employee empowerment, healthcare organizations can create a supportive work environment that promotes employee health and organizational success.

3.1.4. Education Sector

Employee welfare programs are crucial in various industrial sectors, including the education sector. These programs encompass a range of activities, benefits, and facilities provided by organizations to enhance employee well-being (Prasanna & Mythili, 2022). In the education sector, factors such as job satisfaction, commitment, and engagement are vital for organizational success. Studies have shown that employee engagement positively influences job satisfaction, organizational commitment, productivity, and employee retention (Kaur et al., 2020). Additionally, authentic leadership has been linked to employees' emotional labor in the hospitality industry, where job insecurity can act as a motivator for some employees, driving them to work harder for the organization's benefit (Wang & Xie, 2020).

Leadership styles significantly impact employee job satisfaction and well-being. Research indicates that effective leader behaviors can enhance employee job satisfaction, reduce turnover intentions, and promote overall well-being, particularly in sectors like higher education (Samad et al., 2021). Furthermore, the transferability of education to job roles, as seen in Information, Communication, and Technology (ICT) industries, can lead to increased job satisfaction and reduced turnover rates among employees (Lee, 2023).

Employee empowerment is another critical aspect that influences job satisfaction. When employees feel empowered, leaders can leverage their capabilities effectively, leading to

increased job satisfaction and better organizational outcomes (Mufti et al., 2019). Moreover, welfare programs have been shown to boost employee motivation by meeting their personal and work-related needs, thereby enhancing focus and productivity at work (Gumilar et al., 2021).

In the context of the education sector, job satisfaction plays a pivotal role in employee commitment and performance. Studies have highlighted the importance of aligning job expectations with rewards to positively impact overall sector performance (Ewane, 2022). Additionally, factors such as organizational justice, appraisal systems, and organizational culture significantly influence employee satisfaction and well-being in educational institutions (Khan et al., 2020; Khalid, 2019). In conclusion, employee welfare programs are essential for fostering a positive work environment, enhancing job satisfaction, and improving overall organizational performance across various industrial sectors, including education. By understanding the impact of leadership styles, empowerment, and job satisfaction on employee well-being, organizations can design effective welfare initiatives to support their workforce and drive success.

3.2. Comparison Between Sectors

3.2.1. Equity in the Effectiveness of Welfare Programs

Although industry sectors differ, there are some similarities in the effectiveness of employee wellness programs. Research shows that wellbeing programs that provide mental and physical health support, as well as work-personal balance, have a positive impact across a range of sectors. For example, in the manufacturing sector, wellness programs that focus on work safety and physical health have been proven to increase employee productivity and job satisfaction. Likewise, in the information technology sector, wellbeing programs that offer work time flexibility and mental health facilities have been proven to reduce stress levels and improve employee performance. Thus, there are similarities in the effectiveness of wellbeing programs across industry sectors, indicating that the basic principles of employee wellbeing can be applied broadly to improve working conditions and organizational performance.

3.2.2. Differences in the Effectiveness of Welfare Programs

While there are similarities in the effectiveness of welfare programs, there are also significant differences between industry sectors. Each sector has unique challenges that influence the types of wellness programs that are most effective. For example, in the manufacturing sector, wellness programs that focus on work safety and physical health may be more effective, while in the information technology sector, programs that offer work time flexibility and mental health facilities may be more important. Therefore, it is important for organizations to understand the specific context of each industry sector in designing and implementing effective wellness programs. By understanding these differences, organizations can adapt their wellness strategies to meet the unique needs of their employees and work environments.

3.3. Factors Affecting the Effectiveness of Welfare Programs

3.3.1. Company Size

Factors influencing the effectiveness of welfare programs in companies of varying sizes can be analyzed through several key aspects. Research indicates that board size, board gender diversity, and the establishment of a corporate social responsibility (CSR) committee can positively impact the amount and intensity of firms' donations (Ananzeh et al., 2022). Additionally, the size of a company has been found to have a positive relationship with environmental, economic, and social performance (Younis & Sundarakani, 2019). Larger

companies are more likely to engage in social welfare programs and voluntary commitments, such as donations, to satisfy various stakeholder groups (Umar et al., 2022).

Moreover, the effectiveness of welfare programs in improving work motivation is highlighted as crucial for meeting employees' personal and work-related needs, leading to increased comfort and focus at work (Gumilar et al., 2021). Corporate governance structures, including ownership concentration and boards of directors, play a role in influencing the quality of CSR performance (Aboud & Yang, 2022). Furthermore, the coverage of CSR programs is influenced by the size of a company's capacity (Halim & Mustika, 2022).

Studies also suggest that factors like remuneration satisfaction, work environment, and welfare programs can impact employee work productivity (Wijayanti & Premananto, 2022). Corporate Social Responsibility (CSR) programs are seen as a means to enhance the welfare of employees, customers, and local communities, thereby contributing to sustainable growth and improving quality of life (Ravi & Mulya, 2022; Ansu-Mensah et al., 2021). The truthfulness and alignment of CSR programs with a company's profits are emphasized as significant for enhancing community welfare (Faoziyah, 2023). In conclusion, the effectiveness of welfare programs in companies, particularly in relation to their size, is influenced by various factors such as corporate governance quality, board attributes, CSR initiatives, and employee welfare programs. By considering these factors, companies can tailor their welfare programs to effectively meet the needs of their employees, stakeholders, and communities, ultimately contributing to both social impact and business success.

3.3.2. Organizational culture

Organizational culture significantly influences the effectiveness of welfare programs. Research has shown that organizational culture impacts various aspects of organizational performance, such as employee motivation, job satisfaction, and overall performance (Mishra, 2022; Tj, 2024; Ahmad, 2020). The interaction between technical support, effective communication, and organizational culture is crucial for the success of intervention programs (Anizar et al., 2022). Additionally, organizational culture has been linked to non-market performance in various sectors, indicating its broad influence (Owino & Kibera, 2019).

Studies have emphasized the role of leadership in shaping organizational culture, with transformational leadership qualities and supportive work environments contributing to better outcomes in social welfare settings (Yeung et al., 2022; Lazar et al., 2022). Furthermore, innovation plays a mediating role in the relationship between organizational culture and performance, highlighting the complex dynamics within organizations (Imran et al., 2021).

Organizational culture serves as a unifying factor within an organization, providing consistency and coherence among its members (Cakir & Adiguzel, 2019). Poor organizational culture not only impacts the workforce negatively but also hinders the successful implementation of interventions, ultimately affecting the beneficiaries (Vlaicu et al., 2019). The relationship between organizational culture and governance has been explored, demonstrating that leadership and organizational culture directly influence organizational climate and governance practices (Rivaldo et al., 2022). In conclusion, the synthesis of these studies underscores the critical role of organizational culture in shaping the effectiveness of welfare programs. By fostering a positive organizational culture, organizations can enhance employee motivation, job satisfaction, and overall performance, ultimately leading to better outcomes in social welfare initiatives.

3.3.3. Company policy

Factors influencing the effectiveness of welfare programs within a company policy framework are diverse and interconnected. Research by Brown et al. (2019) demonstrates that increased Medicaid eligibility can impact outcomes in adulthood, such as college enrollment and fertility rates. Gumilar et al. (2021) highlight that an effective welfare program can boost

employees' work motivation by addressing their personal and work-related needs, leading to enhanced comfort and focus at work. Gasparri (2020) discusses the importance of company welfare policies and how best practices and fiscal welfare policies can bolster company welfare.

Furthermore, the study by Brown-Iannuzzi et al. (2021) explores the relationship between race, work ethic stereotypes, and attitudes toward welfare recipients and policies, suggesting that altering work ethic perceptions can influence support for welfare programs. Qi (2023) investigates how ideology and information shape social welfare preferences, revealing variations in responses to negative information about welfare programs. Additionally, Zhang et al. (2022) examine how welfare benefits impact policy perceptions and political participation among economically disadvantaged individuals.

Moreover, the research by Ramadhan et al. (2022) underscores the significance of companies implementing health and welfare programs for employees and communities to enhance public health. Cooley et al. (2019) discuss how changing stereotypes of welfare recipients can affect support for wealth redistribution, emphasizing the role of perceived independence in shaping attitudes toward welfare policies. Lastly, Lather et al. (2021) evaluate the impact of Corporate Social Responsibility programs on community welfare, underscoring the importance of such initiatives in improving local well-being. In conclusion, the effectiveness of welfare programs within a company policy context is influenced by various factors, including Medicaid eligibility, work motivation, company welfare policies, perceptions of welfare recipients, and the implementation of Corporate Social Responsibility initiatives. Understanding these factors is crucial for designing and implementing welfare programs that effectively support employees and communities.

4. Conclusions

Employee wellness programs play an important role in a variety of industry sectors, including manufacturing, information technology, health care, and education. In the manufacturing sector, these programs have a positive impact on employee satisfaction, productivity and retention. In the information technology sector, wellness programs support employee well-being and improve organizational performance. Meanwhile, in the health services sector, employee welfare programs are very important to maintain the welfare, performance and retention of the workforce. Likewise, in the education sector, welfare programs play a crucial role in increasing job satisfaction and organizational performance. Overall, understanding the role and implementation of employee wellness programs in various industrial sectors is important for creating a productive work environment and ensuring employee well-being.

The results of this discussion have several important implications. First, a better understanding of the effectiveness of employee wellness programs can help organizations design more effective wellness strategies according to the specific needs of each industry sector. Second, the important role of factors such as company size, organizational culture, and company policies in determining the success of wellness programs highlights the importance of considering organizational context in designing such programs. Third, a better understanding of the factors that influence the effectiveness of wellness programs can help organizations improve employee well-being, improve organizational performance, and strengthen their social impact.

While the results of this discussion provide valuable insight into employee wellness programs in various industry sectors, there are several limitations that need to be noted. First, some studies may have methodological limitations, such as limited samples or context-specific research designs. Second, the focus of this discussion is primarily on the literature available up to a certain date, so there may be new discoveries that have not been considered. Third, different organizational contexts can influence the implementation and effectiveness of

employee wellness programs, so the results of this discussion may not be fully applicable to all situations.

Future research could continue this discussion by further investigating the factors that influence the effectiveness of employee wellness programs, including expanding the geographic scope and industry sectors studied. In addition, research can further explore the role of technology and innovation in improving employee wellness programs, as well as the implications of changing global trends such as digitalization and climate change on the success of these programs. With a better understanding of the factors that influence employee well-being, organizations can more effectively design and implement well-being programs that support their success.

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