

Can welfare programs and commitments improve the quality of employees' work?

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INTRODUCTION

Human Resources is an important factor in the company as a cog in the company's daily activities. Various efforts must be made by a manager in running a company. This is in line with what was revealed by Agustini et al., (2022) that all outputs of connected organizations have initiatives in human resources so that almost every human resource problem as an infrastructure is seen as a factor that determines the success of the program. So that the running of an organization effectively and efficiently is determined by human resources. Efforts in attracting and maintaining and retaining existing employees to remain in companies with high work performance. To achieve all that, the company must provide rewards or services for employees and uphold the company's commitment in order to improve the performance of these employees. Companies and employees basically need each other, employees are company assets because without human resources, the company will not be able to run, as well as employees cannot support their welfare without the company as a place to earn a living as well as the implementation of their own disciplines. So employees must pay attention to their welfare, not only demanded their obligations with various kinds of workloads, as well as employees who do not only demand their rights but work and responsibilities as employees are not resolved. But there are still companies that do not pay attention to their employees so that employees become demotivated, lazy, and seem not good at their work. To prevent the occurrence of unwanted employee actions by the company or agency, the task of company management that must meet employee demands by providing fair and wise welfare, all of it is done for the creation of employee welfare and company welfare (Enggardini & Fauzy, 2017)

The implementation of this employee welfare program is not easy because it must align the differences in company interests with the interests of employees in order to provide benefits for both parties, therefore it should make a good welfare program so that it can improve employee performance. Employee welfare programs are carried out such as providing health benefits, employment benefits, child and wife support, old age benefits, providing annual leave, providing facilities and paying attention to job security to ensure the protection of employees' physical and mental conditions which in turn can create and encourage employee work motivation. In the context of coaching and developing human resources, elements of employee welfare need to be considered seriously because employee welfare is a very important factor in spurring employee morale and work productivity by improving employee performance, it can also support or affect the welfare of these employees, both directly and indirectly. The welfare program provided by the company to employees should be useful, so as to encourage the achievement of effective company goals.

The employee welfare program should be in accordance with the provisions set by the company and not violate government regulations. Low work motivation in Indonesia, especially in the labor sector has become a national issue. While the ASEAN Economic Community (AEC) 2016 has been faced, so the competition for the quality of human resources is also increasingly unable. To face these challenges, efforts to generate employee commitment motivation is one of the priorities that must be implemented immediately. Many things affect the quality of performance, for organizations must strive so that factors related to Work Quality can be fulfilled optimally. So commitment is one variable that has been widely known to have a close relationship with core values. So that employees who have organizational commitment will perform not only the tasks that have become their obligations but will voluntarily do things that can be classified as extra efforts. Every agency, both government and private, humans are a benchmark in achieving organizational goals which will later be a determinant of success in running certain companies and agencies, when viewed from our side as employees, commitment to the duties and responsibilities given by the leader must be firm and try as much as possible so that later employees are motivated themselves in carrying out their duties.

The fundamental problem experienced by most companies is how to manage human resources to perform their duties as well as possible in order to achieve the goals that have been set by the company. There is a relationship between the Welfare Program and the company's commitment in an effort to improve employee performance. The efforts made by the company will not be separated from various factors, including welfare programs and commitment. If the welfare program is fully provided to employees, they will also be committed as they always arrive on time and discipline against company rules. Doing well these two things can trigger motives, discipline and employee morale so that the company can achieve its goals.

In this study using PT. Gorontalo Sugar Factory as the object of research considering PT. Gorontalo Sugar Factory is a company engaged in plantations and sugar factories that produce granulated sugar. Where in producing granulated sugar always try to maintain the quality strategy of products and services, the product strategy is carried out through the offering of quality goods. PT Gorontalo Sugar Factory is the mainstay of Gorontalo's economy and is able to absorb a lot of labor.

Welfare Program

An employee welfare program is a type of complementary compensation in which almost all organizations give it to each of its employees whose giving is not based on employee performance. According to (Hasibuan & Hasibuan, 2016), employee welfare is a reward for complementary services (material and non-material) provided based on wisdom. The goal is to maintain and improve the physical and mental condition of employees so that their work productivity increases.

Meanwhile, according to (Hasibuan & Hasibuan, 2016), employee benefits and welfare programs are not based on employee performance, but are based on their membership as part of the organization, as well as employees as humans who have many needs in order to run their lives normally and work better.

Based on some of the opinions above, it can be concluded that employee welfare programs are indirect remuneration or rewards beyond the salary or wages given to employees and the provision is not based on employee performance but is based on membership as part of an organization that is useful for meeting employee needs outside of wages / salaries.

Commitment

Organizational Commitment can be identified as the degree to which a person identifies as part of the organization and wishes to continue active participation in it. according to Mowday et al. (1982). while according to Blegu (1993) organizational commitment has been a major concern in the last two decades.

The commitment according to Mowday et al. (1982) is as follows:

- a. Strong belief in the organization and in the values and goals of the organization.
- b. The desire to give the best effort to the organization.
- c. Strong desire to maintain membership (employment) in the organization.

Quality of Work

Mangkunegara (2012) defines work quality as a measure of how well an employee does what he should do. Two things are evaluated in assessing employee performance based on the definition above, namely employee behavior and quality of work. What is meant by behavioral assessment is loyalty, honesty, leadership, cooperation, loyalty, dedication and employee participation. While work quality is a physical standard that is measured because of the results of work done or carried out by employees on their duties.

Siagian (2012) stated that work quality is a systematic effort in organizational life through a way where employees are given the opportunity to play a role in determining how they work and the contributions they make to the organization in order to achieve its goals and various objectives.

METHOD

The analytical method used to prove the proposed hypothesis and to analyze the variables raised is a descriptive quantitative method. The quantitative method used in this writing is a multiple linear regression analysis model to analyze the influence of the independent variable on the dependent variable.

The formulation of multiple linear regression analysis according to Sugiyono in Hunta et al. (2022) is as follows:

$$Y = a + b_1X_1 + b_2X_2$$

Where:

- Y : Performance Quality
- X₁ : Welfare program
- X₂ : Commitment
- a : Constant value
- b : Regression Coefficient

To get the results of the regression assessment, the SPSS (Statistical Product And Service Solution) ver. 22

Furthermore, to continue the analysis process so that it can be interpreted, a model fit test is carried out as follows:

Correlation Coefficient Test (R)

The correlation coefficient test (R) is to see the level of closeness of the relationship between the independent variable to the dependent variable, if the value of R is close to 1 (one) then the relationship between the independent variable to the dependent variable is strong, otherwise if R is close to 0 then the relationship is weak.

Determination Efficiency Test (R²)

The coefficient of determination (R^2) or R-Square is to determine the rate of contribution of the change of the dependent variable to the change in the independent variable. Or the ability of the independent variable to explain the percentage (%) change in the dependent variable on the input of independent variables. While the residual value of the percentage calculation is a variable that is not taken into account in the analysis model.

Test T (Student)

The T test is a test of the level of significance in making a conclusion (inference) on the influence of the independent variable (X) on the dependent variable (Y). In this case, the test is carried out partially by comparing the calculated T value with the table T. If $T_{count} > T_{table}$ then the decision criterion is to accept the hypothesis, using the degree of freedom (degree of freedom) 95% or $(= 5\% (0.05))$.

F Test (Fisher)

The F test is performed to ascertain whether the independent variables (X) together or simultaneously have an influence on the dependent variable (Y). The test is carried out through comparison of the calculated F value with the F value of the table. If it turns out that the value of F is calculated (F table, then it is concluded that the independent variable (X) can simultaneously affect the dependent variable (Y), using the degree of freedom of 95% or the error rate $(= 5\% (0.05))$.

DISCUSSION

Analisa uji statistik dimaksudkan untuk mengetahui bagaimana hubungan kausalitas antara Statistical test analysis is intended to determine how the causality relationship between the independent variable (X_i) and the dependent variable (Y). In the initial section, it has been explained theoretically that there are several independent variables that affect the quality of employee work, including welfare programs and commitment. To determine whether there is a relationship and influence that explains causally between the independent variable (X_1 , and X_2) as a variable variable to the dependent variable (Y), both influence together (simultaneously) through the F-count test (fisher), or partially, through the t-count test (student).

Correlation Coefficient Test (R)

Analysis of regression model fit testing in this study using multiple regression. The initial test to ensure the fit of the empowerment regression model and job satisfaction to performance is to detect the correlation value symbolized by (R). The calculation results using SPSS, obtained the correlation value (R) as follows:

Table 1. Correlation Test

Model Summary^b						
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Durbin-Watson
1	,677 ^a	,458	,444		1,79442	1,742

a. Predictors: (Constant), ommitment, Welfare Program

b. Dependent Variable: Quality of Work

Source : Research data has been processed in 2023

Based on the results of the table above, it can be seen that the correlation value (R) of 0.677 which means that the correlation value is close to 1 or the relationship between the independent variable and the dependent variable is in the strong category or the relationship between welfare programs and commitment with work quality is closely related.

Test Coefficient of Determination (R²)

The determination coefficient test is needed to determine the ability of the independent variable to explain changes that occur in the dependent variable. The results of the analysis obtained the value of the coefficient of determination or R-Square (R²) of 0.458 or 45.8%. These results provide information that the 45.8% increase in employee work quality can be explained by welfare and commitment programs. While the remaining 44.2% was explained by other variables not included in this study model.

Test t (Student)

The t test is a test of the level of significance in making a conclusion (inference) on the influence of the independent variable (X) on the dependent variable (Y). In this case, the test was carried out partially by comparing the value of $\alpha = 0.05$ with the results of the significance test. If the significance value is less than $\alpha = 0.05$, then the decision criterion is to accept the hypothesis. The test results can be seen in the following table:

Table 2. Partial Significance Test

Model	Alpha Value	Sig.
1 Welfare Program	0,05	0,007
Commitment	0,05	0,003

a. Dependent Variable: Quality of Work

Source : Research data has been processed in 2023

From the table above, it can be seen that the two independent variables entered into the regression model are significant. This can be seen from the probability of significance for the welfare program variable (X₁) of 0.007 and commitment (X₂) of 0.003, because the significance value is smaller sig value = 0.05, it can be concluded that the two leading variables, namely welfare programs and significant commitment, affect quality (Y).

F Test (Fisher)

Testing together or simultaneously to see the effect of the independent variable on the dependent variable (Y). The test was carried out through a comparison of alpha value = 0.05 with significance value. The test results can be seen in the following table:

Table 3. Simultaneous Significance Test

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	198,983	2	99,491	30,898	,000 ^b
	Residual	235,057	73	3,220		
	Total	434,039	75			

a. Dependent Variable: Quality of Work

b. Predictors: (Constant), Commitment, Welfare Program

Source : Research data has been processed in 2023

Simultaneous influence testing (F test) above, obtained significance value = 0.000. From the test results, it is known that the significance value is smaller than nilai alpha = 0.05, so the regression model simultaneously welfare programs and commitment affect the quality of employee work.

Regression Equation Model

The quantitative method used in this study is to use multiple linear regression analysis to analyze the influence of the independent variable on the dependent variable. Based on the results of the analysis, the results are obtained as in the following table:

Table 4. Regression equation model

Model		Unstandardized	Standardized	T	Sig.
		Coefficients	Coefficients		
		B	Std. Error	Beta	
1	(Constant)	,52	3,688		2,186 0,032
	Welfare Program	,503	,182	0,347	2,768 0,007
	Commitment	,346	,113	0,382	3,047 0,003

a. Dependent Variable: Quality of Work

Source : Research data has been processed in 2023

According to the analysis method, the multiple linear regression analysis formula used is as follows:

$$Y = a + b_1X_1 + b_2X_2.$$

Based on the table above, the regression equation is as follows:

$$Y = 8.062 + 0.347X_1 + 0.382X_2.$$

From this equation can be explained as follows:

The constant value (a) = 8.062, means that the welfare and commitment program is 0, then the quality of employee work will be constant at 8.062

The regression coefficient of welfare programs (b₁) is positive at 0.347X₁, meaning that every increase in the welfare program score by one unit will be followed by an increase in work quality score of 0.347 units.

The commitment regression coefficient (b₂) is positive at 0.82, meaning that every increase in commitment score by one unit will increase the employee's work quality score by 0.382 units.

From the resulting regression model, it can be seen that the dominant variable affecting the quality of employee work is commitment (X₂)

CONCLUSION**Welfare Program on Work Quality.**

Welfare programs have a positive effect on the quality of work (Y). Based on the value of the regression coefficient of welfare programs on work quality of 0.347 with a significance value = 0.007. Based on these findings, the welfare program (X1) has a positive effect on the quality of employee work (Y).

These findings provide clear evidence that the existence of welfare programs for employees can provide very useful benefits for organizations, namely welfare programs actually have a positive influence on the quality of work. Hasibuan & Hasibuan (2016) stated that the employee welfare program is a complementary service reward (material and non-material) provided based on wisdom. Employee welfare programs are a type of complementary compensation in which almost all organizations give it to each employee whose provision is not based on employee performance.

The welfare program in the study, namely security, includes a sense of security for the working atmosphere, providing insurance guarantees, and health business services. Fun includes the provision of joint recreation, the provision of leave and such. Prosperity includes the provision of appropriate salaries, the provision of benefits, to employees, the provision of compensation, the provision of bonuses, and uniforms. These three aspects of the welfare program are felt very well and provide benefits in the lives of employees. The welfare program can spur work motivation and morale so that it can improve the quality of performance. In addition, a supporting factor that also improves employee performance is to fully provide benefits to employees. With the provision of these benefits, employees will compete to improve their performance

The results of this study support the research of Marina Ramadhany Taher Al Habsi (2011) and Irma Novia (2013) whose research findings that welfare programs have a positive and significant influence on morale and work performance. This indicates that the health program for employees is very useful in their lives, both for themselves and for their families and also for the progress of the company. As stated by Abdullah (2014) regarding welfare programs are a form of providing income, both in material and non-material forms provided by the company to employees during their service period or after quitting due to retirement or because of old age in an effort to meet needs, both material and non-material needs, to employees with the aim of providing encouragement or encouragement to employees.

Commitment to Quality Work.

Based on the value of the regression coefficient of commitment to work quality of 0.382 with a significance value = 0.003. Based on these findings, commitment (X2) has a positive effect on the quality of employee work (Y).

These findings provide evidence that commitment is important for every employee to have. Because with the power of commitment will strengthen a person against his cry with his work or with the company where he works. In this study it was found that employee commitment has a positive effect on work quality, this means that to improve work quality, one of the keys is the strength of commitment owned by employees. This is in line with Luthans (2011) opinion that commitment is an attitude that shows employee loyalty and is an ongoing process of how a company employee expresses their concern for the success and goodness of his company. Employees with high commitment will have a positive impact on work, namely giving their best effort to complete tasks quickly and according to what is assigned to them.

Employee commitment is related to improving Work Quality where employee commitment is increasingly qualified because of the work achieved by employees. Then also the higher the Quality of Work, the better the work done by employees, the supervision needed is the supervision needed by employees at work, the higher the regularity attendance, the more reliable or reliable in employee time provisions, and the higher the conservation ability, the prevention of waste, damage and maintenance of equipment by employees.

The results of this study support research by Meidiana (2015) that commitment contributes positively to performance. In relation to the results of this study, where commitment as an independent variable can contribute to the increase in the dependent variable in this case work quality. Thus, commitment becomes a strength that comes from within a person as a belief in the success of his work in the future and success for his organization.

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