

# An Analysis of the Welfare Program in Improving the Work Spirit

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**Abstract**—The preliminary observation conducted at the Savings and Loan Cooperative and Syariah Financing Al Uswah Indonesia Banjarsari Branch indicated that employees were aggrieved by one of the welfare programs implemented. They did not get the pension fund, and the public transportation cost received by the employees was not enough to meet their operational needs. In conducting the research, the study employed a qualitative approach with descriptive method. The sample i.e. 9 informants was selected by using purposive sampling technique. Based on the results of the investigation to the informants at the Savings and Loan Cooperative and Sharia Financing Al Uswah Indonesia in Banjarsari Branch, the welfare program has been implemented by the company to meet the needs of the employees and help improve the employees work performances, work ethics, loyalty and work productivities. The existing obstacle becomes the inhibiting factor to the success of the welfare program.

**Keywords**—*Collaboration, Competitive, Image, Star Hotels*

## I. INTRODUCTION

Human resources (HR) is one of the very important factors in a company outside of capital matter. The development of a company will be well-grow up if the service of their human resources as the main factor as previous statement is improved or increased in terms of quality and quantity [1]. The companies need a qualified strategy for human resources maintenance and management. The terms “maintenance” is an effort of maintaining and or improving the physical, mental, and attitude of employees or human resources so that they act and work productively and loyally to support in achieving company’s goals [2].

Some previous studies have been conducted on the matter of motivation of human resources of company. First, the implementation of the welfare program for

human resources has a positive effect on their work motivation [3]. Second, human resources welfare programs such as financial, facilities, and service affect on their inner attitude in working significantly. [4]. Notwithstanding with aforementioned previous studies, the researcher found that the human resources working performance in KSPPS (cooperation for saving, loan and sharia finance) AL Uswah Indonesia branch of Banjarsari in period of 2016 to 2018 have decreased. The data figured out that this company faced the decrease of human resources loyalty and working performance. In addition, the financial needs are often complained which influence their working performance. Thus, the researcher synthesises that human resources’ welfare has great effect on working.

This study is aimed at investigating various and worth information about welfare programs implemented in improving employees attitude (morale) in the “cooperation for saving, loan and sharia finance Al Uswah Indonesia branch of Banjarsari”.

## II. LITERATURE REVIEWS

### A. *Human Resources Welfare Program*

The welfare program which is provided by company should be beneficial and support the development of company, employees and community goals and of course this program does not not violate government’s legal regulations.

The process of providing welfare needs and programs had to be organized as well as possible so that this program can be very useful in supporting the goals of the company, employees, and the community. There are 3 (three) types of welfare programs from several literatures: (1) Economy-based employees welfare program, this aims to provide an additional economic security to employees

on the payment of basics and payment of stimulants and other related gifts. (2) Facilities-based employees welfare programs, the facilities provided by the company for doing several activities that normally need to be considered by every employee in carrying out their works.

(3) Service-based employees welfare programs, it is very needed by employees, but they will try to fulfill themselves if the company does not provide it. The following details are the types of welfare programs [2].

TABLE I. TYPES OF WELFARE PROGRAMS

No	Welfare Program Types		
	Economy	Facilities	Service
1.	Retirement financial aids	Worship place	Health insurance
2.	Meal allowance	Cafeteria	Mobilization mode
3.	Transportation allowance	Sports station	Baby sitting
4.	Holiday allowance	Art centre	Legal aid
5.	Incentive funds	Education	Financial advisor
6.	Condolence financial support	Paid leave period	Insurance
7.	Uniform/Official attire	Cooperation	Home loans
8.	Employees care	Work Permission	

### B. Work Motivation

Work motivation is the one's well-being and sincerity in doing their works optimally and be punctual to achieve qualified work performance [2]. One of the various aspects of utilizing employees is giving stimulant power to employees or in other words "developing employees inner work motivation" [5].

Employees work motivation shows the extent to which employees are passionate in doing their duties and responsibilities in the company [6]. Employee work motivation can be seen from the presence, discipline, punctuality of completing work, passion and responsibility.

Regarding previous opinions, it seems that work motivation is such a condition that arises from individual that causes they work in a convenient atmosphere so that they work diligently, quickly, and better. That condition describes a feeling associated with a situation that reflects the spiritual condition or behaviour of individuals who stimulate each individual to do a job better, and more enthusiastic in achieving company goals that have been set.

Positive work motivation of employees is represented by discipline, confidence, and willingness to do their responsibilities. Low enthusiasm can be affected many factors such as job insecurity, reducing fair compensation, uncertainty of business, and excessive outsourcing practices. In addition, low enthusiasm reduces company revenue, productivity, financial competitiveness and organizational goals [7], [8].

The indicator of low work motivation needs to be known and observed by the company so that the risk of this condition can be anticipated. [9], generally, several indicators of decrease for low work motivation are as follows:

1. low work productivity
2. the high-quantity of absent rate
3. high labour turnover
4. damage rate increase
5. employees' anxiety
6. frequent demands
7. strikes

Furthermore, there are several ways to increase employees work motivation (morale) both material and non-material as follows [10]:

1. salary or adequate salary
2. spiritual needs meeting
3. relaxed atmosphere creation occasionally if it is necessary
4. employees right position placement
5. employees' chance of upgrading giving
6. targeted incentives provision
7. fun facilities

### III. METHODS

The present study employed a qualitative research design. It is a research method that is based on the philosophy of post-positivism, it is also used to examine the condition of natural objects, (as opposed to experiments) where the researcher is as a key instrument, sampling data sources.

The sampling technique used in the present study was non-probability sampling technique. Technically, purposive sampling technique was conducted to determine the research sample. Regarding to the sampling technique, the researchers considered some criteria as follows:

- Employees who have been worked as permanent employees of the Al Uswah Indonesia KSPPS branch of Banjarsari;
- They have worked at least 4 years.

From these criteria, the present study dealt with 10 participants as the research sample. Moreover, the data collection techniques are as follows:

- Observation
- Interview
- Document Analysis
- Triangulation Techniques

Data processing and analysis techniques used in the present study are as follows:

- Data Reduction
- Data Presentation
- Data Conclusions or Verification

The research site chosen for the present study is cooperation for saving, loan, sharia financing Al Uswah Indonesia branch of Banjarsari. It is located at Jl. Banjarsari No. 1 Senior High School 07 Mekarsari Cibadak Village Banjarsari Ciamis, West Java, Indonesia

which data collection was conducted from January to April 2019.

#### IV. RESULT AND DISCUSSION

##### A. *Economy-Based Employee Welfare Program*

The economy-based welfare program that has been implemented in the research site are; food, transportation, and holiday allowances, incentives, condolences allowance, official attire and medical expenses. Based on the data, several factors which likely emerge and eliminate work motivation are the provision of adequate level for financial satisfaction and other satisfactions such as reward for their achievements that have been given to the company [11].

From the fact found in the research site, KSPPS AI Uswah branch of Banjarsari has implemented the economy-based welfare program. The purpose of this program is to motivate workplace passion, discipline, and employees' loyalty. Then, the implementation of employee welfare programs can absolutely increase employee work motivation.

On the other hand, the amount of costs to be distributed to the employees is the obstacle in KSPPS AI Uswah branch of Banjarsari in implementing the economy-based welfare programs.

The economy-based welfare program implemented at the KSPPS AI Uswah Indonesia branch of Banjarsari can increase the employees' loyalty, productivity, and work motivation. However, the fact said that the employees have not been satisfied with what is obtained from the welfare program in KSPPS AI Uswah Indonesia branch of Banjarsari. In contrast, the results of their employees performance are inversely toward the goals of company. The productivity and work motivation of the employees of the AI Uswah branch of Banjarsari from several years have declined. Another fact is also found that many employee changes due to lack of employee loyalty to the company.

##### B. *Facilities-Based Employee Welfare Program*

The facilities-based welfare program has been implemented in KSPPS AI Uswah Indonesia branch of Banjarsari. These facilities provision are: worship place, sports station, education centre, leave paid period, cooperatives and permits. According to Hasibuan's theory, he states that the welfare of employees is reciprocating complementary services (material and non-material) provided based on wisdom of company. The aim is to maintain and improve the physical and mental condition of employees so that their work productivity increases [2].

The welfare program implemented is an effort of the company to maintain human resources to keep employees at maximum performance so they can work productively and seriously. However, the welfare program in terms of facilities has not been maximized in KSPPS AI Uswah Indonesia branch of Banjarsari. Therefore, we must pay more attention to the feasibility of the welfare program in order to meet the needs of employees.

The welfare program which has been implemented in the KSPPS AI Uswah Indonesia branch of Banjarsari can support effective implementation of the work performance

of employees both personal needs and social needs in the company. The implementation of the welfare program in the form of facilities in the KSPPS AI Uswah Indonesia branch of Banjarsari is still not optimally because the employees have not been able to enjoy the facilities provided fully. This relates to the policies and costs stipulated in the implementation of the welfare program. This cause some complaints and dissatisfaction of employees with the employees' welfare program.

##### C. *Service-Based Employee Welfare Program*

The data figures out that only insurance program has been implemented for the third type of program in KSPPSAI Uswah Indonesia branch of Banjarsari. Ideally, the welfare program effectively increases the work motivation of every employee because they have living needs both personal needs and supporting needs for his work, where if the company can meet those needs then employees can be more comfortable and focused at work. The purpose of the welfare program is to create a good and comfortable work environment and atmosphere [2].

The purpose of providing welfare programs to company is to develop pleasure, otherwise, inadequate facilities reduce job satisfaction [12]. While the employees of KSPPSAI Uswah Indonesia branch of Banjarsari do not feel satisfaction with the welfare program (replies for complementary services) provided by the company.

The welfare service program implemented in AI Uswah is not complete yet, it will affect employee work motivation. In accordance with Zainun's statement that several factors that cause the emergence of work motivation are the existence of peace of mind, assurance of certainty and protection of everything that can endanger the personal and career at work [11]. Thus one of the causes of decreased employee work motivation is the lack of service to employees through welfare programs.

#### V. CONCLUSION

Various efforts have been applied to increase employees' work motivation. This can be seen from the employee welfare programs in KSPPS AI Uswah branch of Banjarsari have been carried out starting from economy, facilities, and service-based welfare programs for the employees. However, it has not reached the expected goal due to company's policies and internal condition of the company as the amount of costs incurred by the company are not enough to meet the living needs of employees

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