

**EVALUASI PROGRAM KESEJAHTERAAN KARYAWAN PT. TIRTA INVESTAMA
(DANONE AQUA) AIRMADIDI DENGAN MENGGUNAKAN ANALISA KEPENTINGAN
DAN KINERJA**

*EVALUATING THE EMPLOYEE WELFARE PROGRAM AT PT. TIRTA INVESTAMA (DANONE
AQUA) AIRMADIDI BY USING THE IMPORTANCE AND PERFORMANCE ANALYSIS*

by:

Cheryl Manengkey¹
David Paul Elia Saerang²
Farlane Rumokoy³

^{1,2,3}Faculty of Economics and Business, International Business Administration (IBA) Management Program,
Sam Ratulangi University Manado

E-mail:

cheryl.talitha@gmail.com

prince_farlent@live.com

Abstrak: Perusahaan dan karyawan adalah dua hal yang tidak bisa dipisahkan. Tanpa karyawan, sebuah perusahaan tidak akan mampu mencapai tujuannya. Di lain pihak, karyawan juga tidak akan bisa memenuhi kesejahteraannya tanpa perusahaan. Salah satu strategi yang dapat diambil perusahaan dalam mengatur kinerja karyawan adalah dengan menyediakan program kesejahteraan karyawan yang dapat menopang kinerja karyawan, tujuan dari penelitian ini adalah untuk mengetahui seberapa penting sebuah program kesejahteraan terhadap karyawan dan bagaimana kinerja dari program kesejahteraan tersebut di PT Tirta Investama (Danone AQUA) Airmadidi. Hasil dari penelitian menggunakan analisa kepentingan dan kinerja menunjukkan bahwa Keanggotaan JAMSOSTEK/BPJS dan Koperasi terletak di Kuadran II yang mana perlu perhatian khusus. Asuransi Kecelakaan diluar jam kerja, Asuransi jiwa, Tempat Ibadah dan Rekreasi terletak di Kuadran II yang mana kinerjanya sudah baik dan harus terus dipertahankan. Olahraga dan Kesenian terletak di kuadran III yang mana kinerjanya rendah dan kepentingan dari karyawan juga rendah. Tidak ada program kesejahteraan yang terletak di kuadran IV dimana kinerjanya tinggi dan kepentingannya rendah.

Kata Kunci: analisa kepentingan dan kinerja, kesejahteraan karyawan

Abstract: Company and employee are two elements that cannot be separated. Without the employees, the company will not be able to perform to achieve its goals. On the other hand, the employees will not be able to support their welfare without the company as a place to work and make a living. One of the strategies that the company can do to manage the employee performance is by giving the employee a proper welfare program which can support the employee performance. The objectives in this research is to know importance and performance of employee welfare program in PT Tirta Investama (Danone AQUA) Airmadidi. Results based on Importance Performance Analysis, which are: National security for the workforce (JAMSOSTEK/BPJS) Membership and Economic enterprise are located in quadrant I "concentrate here" (high importance, low performance), Outside workplace accident insurance, Life insurance, Place of worship and Recreation are located in quadrant II "keep up the good work" (high importance, high performance), Sport & Art are located in quadrant III "low priority" (low importance, low performance). There is no program that located in quadrant IV "possible overkill" (low importance, high performance).

Keywords: importance and performance analysis, employee welfare

INTRODUCTION

Research Background

Company and employee are two elements that cannot be separated. Without the employees, the company will not be able to perform to achieve its goals. On the other hand, the employees will not be able to support their welfare without the company as a place to work and make a living. Because they support each other, the employees are considered as the company asset.

One of the strategies that the company can do to manage the human resource is by giving the employee a proper welfare program which can support the employee performance. *“Employee welfare plays important role in employee satisfaction and it results in improved quality of work life. Employee's performance is the reflection of job satisfaction, generally, the satisfied employees are considered to be an employee who performs well in work.”* (Sabarirajan 2010).

“Perjanjian Bersama AQUA Grup” states that PT Tirta Investama Airmadidi has already provided several employee welfare programs to support the employee performance. The programs include National security for the workforce JAMSOSTEK/BPJS Membership, outside-workplace accident insurance, Life insurance, Place of worship, Economic enterprise, Sport & Art, and Recreation. A study on employee welfare measures with special references to Mahanadi Colafied Limited, Sambalpur, Odisha, India by Kumar and Panda (2015) revealed that the welfare activities within the organization contributed to the productivity & profitability of the organization.

This explanation confirms that company performance is highly determined by the employee performance which is affected by employee welfare program that is provided by the company. In order to maintain the company's good performance, the company should always evaluate the welfare programs that is specifically provided for the employees. Furthermore, PT Tirta Investama (Danone AQUA) Airmadidi must keep on watching and evaluating their programs to make sure its effectivity in making the employee perform well according to the company's expectations. For that reason, the author interested in doing a research with titled *“Evaluating the Welfare Program of PT Tirta Investama (Danone AQUA) Airmadidi by Using the Importance and Performance Analysis”*.

Research Objectives

Based on the given problem in the previous section, the purpose of this research is conducted with two main objectives, which are to analyze the importance of:

1. Employee Welfare Program in PT Tirta Investama (Danone AQUA) Airmadidi.
2. Employee Welfare Program in PT Tirta Investama (Danone AQUA) Airmadidi.

THEORETICAL FRAMEWORK

Human Resource Management

Human resource management (HRM) is defined as a strategic and coherent approach to the management of an organization's most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006: 189-193). Meanwhile, Storey (1989: 190) believes that HRM can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. He suggests four aspects that constitute the *meaningful* version of HRM: particular constellation of beliefs and assumptions, strategic thrust informing decisions about people management, the central involvement of line managers, and reliance upon a set of 'levers' to shape the employment relationship.

Employee Welfare

Employee welfare program is a program that provide by the company to support its employees apart from the salary and wages. It is a program that provide to make the employee feel comfort working with company. Welfare is comfortable living and working conditions'. Employee welfare means the efforts of company to make life worth living for workman (Punekar, 1999). Employee welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or salaries. The very logic behind providing welfare schemes is to create efficient, healthy, loyal and

satisfied labor force for the organization. The purpose of providing such facilities is to make their work life better and also to raise their standard of living (Reenu and Panwar, 2013).

Employee Performance

Armstrong (2006) defines Employees as the organization's key resource and the success or failure of organization center on the ability of the employees to attract, retain and reward appropriately talented and competent employees. According to Bambang (2005) performance is comparison about the result achieved by employees with a working standards. Hameed and Waheed (2011) states that employee performance will ultimately affect the organizational effectiveness. It can be concluded that employee performance is the output result of how the employee behave in an organization.

Conceptual Framework

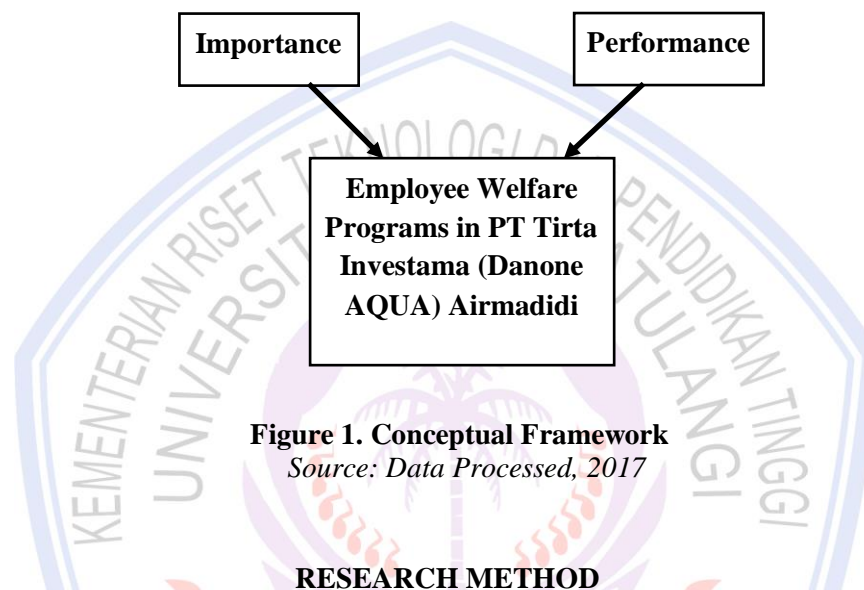


Figure 1. Conceptual Framework

Source: Data Processed, 2017

RESEARCH METHOD

Type of Research

Type of this research is quantitative research. Aliaga and Gunderson (2002: 81) states that quantitative research is explaining phenomena by collecting numerical data to be analysed using mathematically based methods (inparticular statistics).

Place and Time of Research

This research conducted at PT Tirta Investama (Danone AQUA) Airmadidi during May 2017.

Population and Sample

The population of this research is employee in PT Tirta Investama (Danone AQUA) Airmadidi which is 466 employees. Sample of this research is 215 employee (according to Slovin Formula).

Data Collection Method

Primary data is data originated by the researcher specifically to address the research problem. The researcher will gets primary data from the result of questionnaires. Questionnaires will be distributed to respondents, so they can respond directly on the questionnaire. There are two section in the questionnaire that should be filled in by the respondents. The first section asked about respondent's identities and the second section asked about things that related with the variables.

Operational Definition of Research Variable

Employee Welfare Program is the efforts of PT Tirta Investama (Danone AQUA) to make life worth living for workman.

Data Analysis Method

Validity and Reliability Test

In this study, there are 215 questionnaires with 28 questions that the results have been collected and have been tested with using validity and reliability test with the SPSS application. Validity is using Correlation index in Pearson Product Moment and Reliability is using Alpha Cronbach.

Importance and Performance Analysis

The Importance-Performance Analysis (IPA) framework was introduced by Martilla and James (1977) in marketing research in order to assist in understanding customer satisfaction as a function of both expectation concerning the significant attributes and judgements about their performance. "Analyzed individually, importance and performance data may not be as meaningful as when both data sets are studied simultaneously." (Graf, Hemassi and Nielsen, 1992)

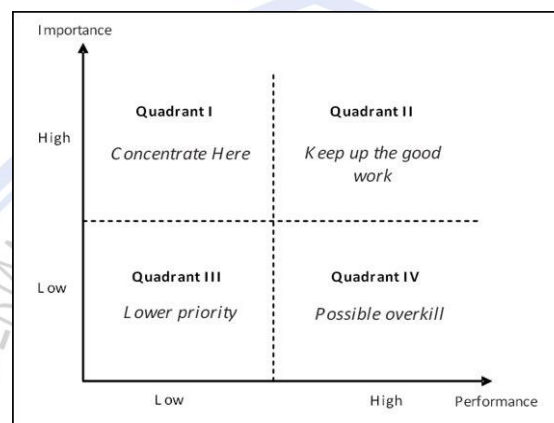


Figure 2. The Original IPA Framework

Source: Martilla, J. and James J. (1977)

RESULT AND DISCUSSION

Validity Test Result

Validity test is aimed to check whether or not the question items or indicators are able to measure what is supposed to be measured. This is done by comparing correlation index in Pearson Product Moment Correlation Coefficient to test the validity of variables, with a significance level of 5%. If the probability of correlation is less than 0.05 (5%) then the research instrument is stated as valid.

Table 1. Correlations

		Avg_Imp	Avg_Perf	Avg_Imp_Perf
Avg_Imp	Pearson Correlation	1	.083	.565**
	Sig. (2-tailed)		.223	.000
	N	215	215	215
Avg_Perf	Pearson Correlation	.083	1	.870**
	Sig. (2-tailed)	.223		.000
	N	215	215	215
Avg_Imp_Perf	Pearson Correlation	.565**	.870**	1

Sig. (2-tailed)	.000	.000	
N	215	215	215

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data Processed, 2017 – IBM SPSS 22

Table 1 shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore the data is considered valid.

Reliability Test Result

Table 2 Reliability Statistics

Cronbach's Alpha	N of Items
.712	3

Source: Data Processed, 2017 – IBM SPSS 22

Table 2 shows that Alpha Cronbach is 0.712 which is above the acceptance limit of 0.6; therefore the research instrument is reliable.

Importance and Performance Analysis Result

The result are based on questionnaires that are collected from respondents. The result below are tabulated with Microsoft Excel. Table 3 result are based on data average scale of importance and performance. The average value of importance and performance set up the employee welfare program in four quadrants (Figure 5.5). This table consist of employee welfare indicators, importance mean, performance mean and quadrant.

Table 3. Importance and Performance Analysis

Employee Welfare Indicators	Importance (Y)	Performance (X)	Quadrant
National Security for the workforce (JAMSOSTEK)/BPJS membership	4.56	4.05	I
Outside Workplace Accident Insurance	4.65	4.12	II
Life Insurance	4.62	4.15	II
Place of Worship	4.705	4.23	II
Economic Enterprise	4.03	3.78	I
Sport & Art	4.33	3.435	III
Recreation	4.64	4.01	II
Average Value	4.54	3.96	

Source: Data Processed, 2017

Table 3 shows the result of data analysis that are collected from respondents. Importance (Y) shows average importance analysis according to likert scale of employee welfare, Place of Worship is the highest mean of Importance ($y = 4.705$), while Economic enterprise are the lowest mean of Importance ($y = 4.03$).

Performance (X) shows average Performance analysis in likert scale of employee welfare, place of worship is the highest mean of Performance ($x = 4.23$), while sport & art is the lowest mean of Performance ($x = 3.435$). The average value of importance is 4.54 and the average value of performance is 3.96.

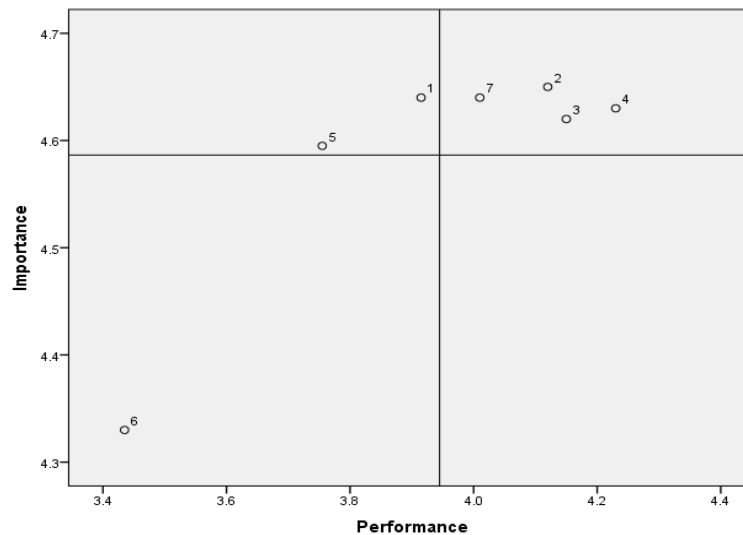


Figure 3. Data Plotting of Employee Welfare in Four Quadrants

Source: Data Processed, 2017 – IBM SPSS 22

Description:

- 1 = National Security (JAMSOSTEK)/BPJS
- 2 = Outside Workplace Accident Insurance
- 3 = Life Insurance
- 4 = Place of Worship
- 5 = Economic Enterprise
- 6 = Sport & Art
- 7 = Recreation

Figure 3 shows that National Security (JAMSOSTEK)/BPJS and Economic Enterprise are located in quadrant I. Quadrant I is labelled as “concentrate here” which means high importance but low performance. So, National Security (JAMSOSTEK)/BPJS and economic enterprise are very important to the employees but the performance is low. Since any object that is positioned in quadrant I is considered important by the employee, then the company should be concerned about its performance.

Quadrant II is labelled as “keep up the good work” which means high importance and high performance. Outside workplace accident insurance, life insurance, place of worship and recreation are located in this quadrant. It means that the importance of these indicator is high to the employees and the performance of each indicator that is provided by the company is also high.

Sport & Art program is located in Quadrant III. This quadrant labelled as “low priority” which means low importance and low performance. It means that both the level of importance of the indicator to the employees and the performance according to the respondents are relatively low.

Last one is Quadrant IV, which is labelled as “possible overkill” which means low importance and high performance. This quadrant is where the importance of something is not really high to the employees but the performance is high. None of the research indicator is located in this quadrant.

Discussion

The figure shows that there are four quadrant. In quadrant I, importance is high but the performance is low; this quadrant labelled as “*concentrate here*”. National Security for the workforce (JAMSOSTEK)/BPJS membership and Economic Enterprise are located in this quadrant. These two indicators are closely related to the employees’ primary needs. National Security for the workforce (JAMSOSTEK)/BPJS membership is related to the employees’ medical needs and economic enterprise that is provided by the company is related to the employee’s daily needs. It is pretty obvious why the results of these indicator shows that the importance is relatively high. But unfortunately, the result shows that the performance is fairly low, which means that level of importance of National Security for the workforce (JAMSOSTEK)/BPJS membership and Economic Enterprise are high but the employees are not satisfied enough with the performance of these two indicators that is provided by the company. The company needs to concentrate on these two indicators’ performance, by making some evaluations regarding its realization and giving more effort to make improvement so it can meet the employees’ level of importance.

In quadrant II, the importance is high and the performance is high. This quadrant labelled as “*keep up the good work*”. The result shows that this quadrant has the most indicators, which are Outside Workplace Accident Insurance, Life Insurance, Place of Worship and Recreation. Based on the explanation about quadrant II, it is clear enough that quadrant II shows the best result because the performance of each indicators are as high as the level of importance to the employees. The result shows that Outside Workplace Accident Insurance is high importance to the employees because there is no guarantee that we can be safe in any place of this world. The result also shows that the performance of this indicator is high, we can say it is because not every employee can have this insurance facilitated by their companies but in PT Tirta Investama (Danone AQUA) Airmadidi, it is provided specifically for the employees. Life insurance’s importance is high to the employees because nobody knows what the future holds and the people need to anticipate the possibility of us experience certain bad situations, such as accidents deadly accidents that will cause the workers’ family being left unsupported. This Life Insurance aims to help the family by covering the unexpected financial loss for the family. The result shows that the performance of life insurance program that is provided by the company are as high as its level of importance to the employees. Place of Worship is high importance to the employee because it is related to employees’ spiritual needs. Company support the employee by giving assistance for religious activities, giving holiday allowance according to its employees’ religious beliefs and providing a comfortable place of worship within the company as well. According to the result, the employees are satisfied with the performance of this indicator. Recreation is also located in quadrant II. After years of working, it is necessary for the employees to refresh their body and soul by having a recreation. It is clear enough why the level of importance of this indicator is high because recreation is related to the employee’s emotional needs. For that, the company organizes an annual recreation for the employees and their families. It is held outside of the company, such as the beach or another recreation park. The recreation includes a series of activities that involves all the participants. The company also provides the recreation with some door-prizes, which adds to the allure of this indicator, thus making the performance considered as high. Overall, the result indicates that the existing system have strengths and should continue being maintained. The management do not need to do much, only to keep up the good work.

In quadrant III, the indicators have low importance and low performance and it is labelled as “*low priority*”. Sport & Art are located in this quadrant. The importance of this quadrant may be low because not everyone who works within the company are interested in doing the same thing, in this case sport and art. Some of the employees may think that it is better for them to rest rather than do sport and art activities after working. The result shows that the performance is low, maybe because the kind of sport and art is not suitable for them, for example there are employees who want to do badminton but the company more focus to facilitate the football.

Quadrant IV is labelled as “*possible overkill*”, which means that the importance is low while the performance is high, which is the performance of something so high but actually it is not necessary for the employees. The result shows that there is no indicator that located in this quadrant. It is means that, so far the company didn’t spent the resources/money for any unnecessary program.

Based on the theories in chapter two, the general welfare program plays an important role in employee satisfaction because it results in an improved quality of work life. Employee's performance is the reflection of job satisfaction. Generally, the satisfied employees are those who perform well in work. It means that employee welfare program have high impact on employee performance. The result shows that the average of importance value is high, this result indicate that the employee welfare program in PT Tirta Investama (Danone AQUA)

Airmadidi have high impact to employee performance. Thus, it can be concluded that the result are suitable with the theory. Meanwhile, the performance of some indicators which are National Security for the workforce (JAMSOSTEK)/BPJS membership and Economic Enterprise seems not as expected because these have high importance but running low on performance.

After conducting all the data processed, finally the researcher can show that there is a relationship between this research to the previous researches in chapter two. At all results, the importance average of all programs is 4.54 and the performance average is 3.96. The importance of employee welfare program is high to the employee. While in general, all the previous research that support this research revealed that employee welfare program that is provided by the company is important for the employee because it contributes in increasing the employee performance, company productivity and profitability. So, the result of this research matched the previous research which is employee welfare programs are important to employees welfare.

CONCLUSION AND RECOMMENDATION

Conclusion

1. Employee welfare programs that have high importance and low performance or labelled as “*concentrate here*” are National Security for the workforce (JAMSOSTEK)/BPJS membership and Economic Enterprise.
2. Employee welfare programs that have high importance and high performance or labelled as “*keep up the good work*” are Outside Workplace Accident Insurance, Life Insurance, Place of Worship and Recreation.
3. Employee welfare program that have low importance and low performance or labelled as “*low priority*” is Sport & Art.
4. There is no employee welfare program that have high performance but low importance or labelled as “*possible overkill*”.

Recommendation

These recommendations are proposed by the researcher based on the results and discussion from the research. The primary aim of this recommendation is to improve the performance of Employee Welfare Programs in PT Tirta Investama (Danone AQUA) Airmadidi. The recommendation have been made as listed below:

1. National Security for the workforce (JAMSOSTEK)/BPJS membership and Economic Enterprise have high importance but running low on performance. Thus, PT Tirta Investama (Danone AQUA) Airmadidi should provide regularly socialization for National Security for the workforce (JAMSOSTEK)/BPJS membership at least twice a year to explain about how to claim it when it is needed. And if possible, PT Tirta Investama Management is advised to bring the people from National Security for the workforce (JAMSOSTEK)/BPJS membership to present a comprehensive explanation to the employees about the necessary informations related to the program. For the Economic Enterprise, PT Tirta Investama Airmadidi can increase is performance through monitoring the goods' availability, maintaining the price of each goods so it would be affordable to employees and, if possible, upgrading the items and building of the economic enterprise.
2. Outside Workplace Accident Insurance, Life Insurance, Place of Worship and Recreation have high importance and also high performance. Therefore, PT Tirta Investama Management should keep maintaining these program to hold its performance because it is considered as the most important program to the employee and the performance is already at the satisfactory level. It should be maintained and strengthened to further improve on the quality of the welfare programs at PT Tirta Investama (Danone AQUA) Airmadidi.
3. Sport & Art have a low importance and low performance. The importance might be low for some employees because that is not their hobby and the performance might be low for some employees because the kind of sport & art again are not suitable to their hobby. So, it will be good for PT Tirta Investama (Danone AQUA) Airmadidi to provide more variations of sport & art, such as badminton, rather than just football.
4. Therefore, PT Tirta Investama (Danone AQUA) Airmadidi needs to conduct a further internal research, in terms of following up the result of this research, in order to increase or maintain the performance of each employee welfare program that have a high impact to the employees performance which results in employee contribution in achieving the company goals. The company requires a periodical assessment

about the performance of employee welfare program, so the programs that is established by the company will always meet the employees' needs.

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