

## ANALYSIS OF THE EFFECTIVENESS OF THE EMPLOYEE WELL-BEING PROGRAM ON EMPLOYEE PERFORMANCE AT MANADO STATE POLYTECHNIC

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**Abstract:** *Background: The demands of the workplace in higher education institutions, including polytechnics, require optimal performance from their human resources. Stress, burnout, and work-life imbalance can reduce productivity. The Employee Well-Being (EWB) program is designed to improve the holistic well-being (physical, mental, social, and financial) of employees. However, the program's effectiveness in boosting performance in the context of Manado State Polytechnic requires empirical study.*

*Objective: This study aims to analyze the relationship and influence of employee perceptions on the effectiveness of the Employee Well-Being Program on their performance. Method: The study used a quantitative approach with a survey method. A sample of 50 employees (lecturers and educational staff) at Manado State Polytechnic was selected using a purposive sampling technique. Data were collected through a closed questionnaire measuring two variables: (1) Perception of the Effectiveness of the EWB Program (24 indicators including physical health, mental support, social relationships, and financial well-being) and (2) Employee Performance (10 task-based and contextual indicators). Data were analyzed statistically using the Pearson Product Moment correlation test and simple linear regression analysis. Results: The analysis results show a correlation coefficient ( $r$ ) of 0.712, which indicates a strong positive relationship between the perception of the effectiveness of the EWB Program and employee performance. The R Square value (coefficient of determination) is 0.507, meaning that approximately 50.7% of the variation in employee performance can be explained by variations in their perceptions of the effectiveness of the EWB Program. The results of the regression test show the equation  $Y = 15.245 + 0.789X$ , with a significance value ( $p$ )  $< 0.001$ , which means the effect is statistically significant. Conclusion: Employee perceptions of the effectiveness of the Employee Well-Being Program have a positive and significant impact on their performance at Manado State Polytechnic. The program, which focuses on holistic well-being, has proven to be not only a social initiative but also a strategic investment to increase institutional productivity. It is recommended that management develop and maintain a more comprehensive, participatory, and sustainable EWB program.*

**Keywords:** *Employee Well-Being, Employee Performance, Workplace Welfare, Higher Education Institutions, Polytechnics.*

### INTRODUCTION

The work environment in polytechnic higher education institutions is characterized by complex dynamics, encompassing the Tri Dharma of Higher Education (education, research, and community service), administrative demands, and pressure to innovate and compete. These conditions have the

potential to cause chronic stress, emotional exhaustion (burnout), and a decreased work-life balance for employees, both lecturers and administrative staff (Akanni et al., 2020). Consequently, individual performance—the foundation of organizational performance—can decline.

The concept of Employee Well-Being (EWB) has expanded beyond

physical health. It encompasses subjective well-being (life satisfaction, positive affect), psychological well-being (feelings of competence, autonomy), social well-being (quality relationships at work), and financial well-being (Wright & Cropanzano, 2000). EWB programs are structured organizational initiatives to improve these aspects, including health insurance programs, counseling, stress management training, team building activities, work flexibility, and retirement programs.

Manado State Polytechnic (Polimdo), one of the leading polytechnics in Eastern Indonesia, has implemented several initiatives that can be categorized as EWB programs. However, the extent to which these programs are perceived as effective by employees and their contribution to performance improvement has not been systematically evaluated. Previous research across various contexts has shown a positive relationship between EWB and performance (Krekel et al., 2019), but contextualization within the Indonesian state polytechnic environment remains limited.

Based on this background, this study was conducted to fill the gap by answering the question: How is the relationship and how much influence does the perception of the effectiveness of the Employee Well-Being Program have on employee performance at Manado State Polytechnic? The results of the study are expected to be a scientific basis for management decision making in designing and optimizing employee welfare programs that have a strategic impact.

## LITERATURE REVIEW

### Employee Well-Being (EWB) Concept

EWB is defined as a holistic state in which individuals experience physical, mental, emotional, and social well-being at work (Page & Vella-Brodrick, 2009). The HERO (Healthy & Resilient

Organizations) model by Salanova et al. (2012) emphasizes that organizational resources (such as EWB programs) can build employees' psychological capital, ultimately improving well-being and performance. In this study, the effectiveness of the EWB program was measured through four dimensions: (1) Physical Well-Being, (2) Mental/Emotional Well-Being, (3) Social Well-Being, and (4) Financial Well-Being.

### Employee performance

Performance is the work results or behavior of individuals that are relevant to organizational goals (Borman & Motowidlo, 1997). Performance is often divided into: (a) Task Performance (core task performance), and (b) Contextual Performance (behavior that supports the social and organizational environment, such as helping coworkers or demonstrating extra commitment). These two aspects are used as measurement references in research.

### The Relationship between EWB and Performance

Hobfoll's (1989) Conservation of Resources (COR) theory explains that individuals strive to acquire, maintain, and protect their resources. Work stress occurs when resources are lost or threatened. EWB programs serve as an investment in organizational resources, helping employees conserve and build their personal resources (energy, positive emotions, social support). When these resources are abundant, employees have a greater capacity for optimal performance, greater creativity, and greater engagement with their work (Zheng et al., 2015).

Based on the theoretical framework, the research hypothesis is formulated:

H1: There is a significant positive relationship between the perceived effectiveness of the Employee Well-Being Program and employee performance.

H2: Perceived effectiveness of the Employee Well-Being Program has a

significant influence on employee performance.

## METHODS

### Research Design and Type

This study uses a correlational design with a quantitative approach to test the relationship and influence between variables.

### Population and Sample

The population is all permanent employees of Manado State Polytechnic, totaling approximately 150 people. The sampling technique is \*purposive sampling\* with the following criteria: (1) Permanent employees (lecturers/educational staff), (2) Have worked for at least 1 year, and (3) Willing to be respondents. The sample collected was 50 people, which meets the minimum limit for inferential statistical analysis (Hair et al., 2019).

### Instruments and Data Collection

Data were collected using a closed-ended questionnaire with a Likert scale of 1-5 (Strongly Disagree to Strongly Agree). The instrument consisted of:

1. Variable X (EWB Program Effectiveness): 24 statement items developed from the theory of Page & Vella-Brodrick (2009) and adapted to the Polimdo context (example: "The sports health program organized by the institution helps me maintain fitness").
2. Variable Y (Performance): 10 statement items adapted from the Borman & Motowidlo (1997) indicators (example: "I am able to complete my main tasks on time and with quality").

The questionnaire was tested for content validity by two experts and piloted on 20 employees outside the sample, resulting in a Cronbach's Alpha reliability coefficient  $> 0.7$  for both variables, which means it is reliable.

### Data analysis

Data were analyzed using SPSS 25 software. Descriptive analysis was used to profile respondents and variables. Pearson correlation test was used to test H1. Simple linear regression analysis was used to test H2 and determine the magnitude of the effect.

## RESEARCH RESULT

### Respondent Profile

Of the 50 respondents, the composition was: 58% male, 42% female; 60% aged 30-50 years; 52% lecturers and 48% educational staff; average length of service 8 years.

### Descriptive Statistics of Variables

1. Effectiveness of EWB Program (X): The average score is 3.45 (scale 1-5) with a standard deviation of 0.56. This indicates that employee perceptions tend to be positive, but there is still room for improvement.
2. Employee Performance (Y): The average score is 3.82 with a standard deviation of 0.48, indicating a good level of performance.

### Hypothesis Testing

1. Correlation Test (H1): The results of the Pearson correlation analysis produced a coefficient of  $r = 0.712$  with a p value of 0.000 ( $p < 0.01$ ). This proves that there is a highly significant positive relationship between the perceived effectiveness of the EWB Program and performance. H1 is accepted.
2. Regression Test (H2): The results of the regression analysis produce the equation:  $\hat{Y} = 15.245 + 0.789X$ . The constant 15.245 means that if there is no EWB Program ( $X=0$ ), the performance score is predicted to be 15.245. The regression coefficient of 0.789 means that every 1 point increase in the perceived score of EWB effectiveness will increase the performance score by 0.789 points.

R Square ( $R^2$ ) value = 0.507. This means that the EWB Program Effectiveness variable is able to explain 50.7% of the variation in Employee Performance. The remaining 49.3% is explained by other variables outside the model (e.g., leadership, intrinsic motivation, organizational culture).

The significance test of the regression model yielded a calculated F value of 49.321 with  $p = 0.000$  ( $p < 0.001$ ). Thus, the regression model is significant, and H2, which states that there is a significant influence, is accepted.

## DISCUSSION

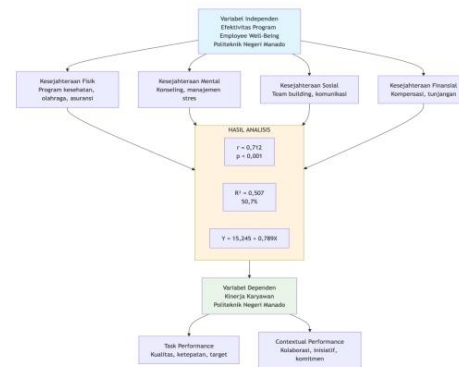
The findings of this study are consistent with COR theory (Hobfoll, 1989) and previous research (Krekel et al., 2019). Effective EWB programs—such as access to sports facilities, counseling support, community events, and adequate benefits—serve as additional resources for Polimdo employees. These resources help them manage work demands (such as academic and administrative pressures) without draining their own physical and emotional energy. When employees feel supported and well-being, they tend to have more energy, focus, and commitment to contribute optimally, which is reflected in improved task and contextual performance.

The significant effect size (50.7%) is considered substantial in social science research, indicating that the EWB Program is not merely a supplementary factor, but rather a significant determinant of performance at Polimdo. This finding strengthens the argument that investing in employee well-being is a strategic investment for productivity and institutional excellence.

However, the average perceived effectiveness score of EWB (3.45), which did not reach the “agree” level (scale 4), indicates areas for improvement. Informal interviews following the survey revealed

several suggestions, such as the need for more diverse EWB programs (e.g., financial management workshops), more structured work flexibility, and more intensive program communication.

The conceptual research model can be seen in Figure 1.



**Figure 1 Conceptual Research Model**

**Research Limitations:** The relatively small sample size (50 people) and the limited scope of the study to a single institution limit generalizability. This study also relied on self-reported data, which may contain bias. Further research is recommended to enlarge the sample size, use mixed methods (quantitative and qualitative), and include mediator variables such as work engagement or job satisfaction.

## CONCLUSIONS

1. There is a strong and significant positive relationship between the perceived effectiveness of the Employee Well-Being Program and employee performance at Manado State Polytechnic.
2. Perception of the effectiveness of the Employee Well-Being Program has a significant influence of 50.7% on employee performance.

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