

The Relationship between Employee Welfare and Public Organization Performance in Community Services

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ABSTRACT

This research examines the relationship between employee welfare and the performance of public organizations in service to the community. A literature study approach was used to explore the contribution of welfare to work behavior, organizational efficiency, and service quality. The findings show that welfare dimensions such as job satisfaction, psychological support, and reward systems have a positive influence on employee motivation and loyalty. Studies conclude that organizations that manage welfare systematically tend to perform more accountably, adaptively, and responsively. This research also highlights the importance of a paradigm shift from the classic bureaucratic approach to a more humanistic model of human resource management. Investment in welfare is not merely a form of empathy, but an integral part of a strategy to improve the quality of community services. Welfare must be placed as a key variable in the reform of the country's service institutions.

INTRODUCTION

In the dynamics of community administration, the quality of services provided by the country to the community is highly dependent on the stability and effectiveness of the organizing agency. Institutions that experience internal fluctuations or have a high level of organizational uncertainty tend to produce inconsistent services. In the midst of changing social demands and developing community service expectations, public sector organizations are faced with the need to maintain the quality and reliability of their services. Institutional effectiveness depends not only on formal structures or regulations, but also on maintaining internal cohesion and staff motivation to deliver responsive public services. This need is inseparable from the central role of a country's civil servants or community employees as the driving force of government services. One of the main determinants of this effectiveness lies in the aspect of employee welfare, which has not always been the main focus in community management. When employee welfare is neglected, the risk of burnout, absenteeism, and resignation increases, which in turn has a direct impact on the quality of public services.

Employee welfare is a term that covers various dimensions, ranging from decent working conditions, job security, fair compensation, healthy social relationships in the work environment, to satisfaction with their professional roles and contributions. All these dimensions are interrelated and influence each other to create overall well-being for employees. When these aspects are fulfilled, employees will have higher psychological energy and internal motivation to deliver optimal performance. In the public sector, attention to welfare is not only normative, but also has direct implications for the level of responsiveness and quality of services received by the community. Employees who feel prosperous and valued will be more motivated to provide responsive and quality services. Conversely, dissatisfaction with working conditions, salaries, or social relationships can decrease motivation, which in turn will affect the effectiveness and efficiency of public services. Paying attention to employee welfare in the public sector is important to ensure the welfare of the employees themselves and improve the quality of services provided to the community.

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Various research studies have shown that public sector organizations that place employee welfare as an important agenda tend to have higher levels of accountability. Employees who feel valued and satisfied with their working conditions are more likely to be committed to institutional goals and perform their duties responsibly. Reports from international organizations and academic research indicate a positive correlation between employee welfare and the achievement of performance targets by community institutions, whether in health, education, government administration or other service sectors. This suggests that welfare is not a budgetary burden, but an investment in institutional quality. By paying more attention to welfare, governments and public institutions can create a productive work environment, which in turn will improve the overall performance of the institution.

But in many cases, the public sector still treats employees as mere instruments of labor, without regard to their psychological and social needs. This approach generally emphasizes adherence to procedures and achievement of performance indicators without considering psychological needs such as respect, space for participation, or opportunities for growth. Employees are often burdened with heavy administrative targets, lack of work flexibility, and lack of emotional support from superiors. This has led to burnout, low job satisfaction, and resistance to innovation and bureaucratic reform. This situation prompts the need for a broader and more systematic research on the relationship between employee welfare and the performance of public organizations in providing services to the community.

While the importance of employee welfare has been widely recognized in the management literature, in practice, its measurement and implementation in the community bureaucracy still faces various obstacles. Many government agencies do not yet have an adequate system to measure employee welfare holistically. Welfare is often only narrowly defined as the amount of salary or benefits, without taking into account other important factors such as workload, organizational climate, and self-development opportunities. Behn (1995) highlights that many government organizations are still stuck in a managerial logic that emphasizes administrative output without considering the internal conditions of its employees. This approach ignores the fact that the quality of community services is largely determined by the motivation and psychological condition of the apparatus that runs it. When employees do not feel fully appreciated, both as individuals and as professionals, the intrinsic motivation to provide the best service is weakened.

Robbins (2001) in his work on organizational behavior explains that low welfare has a direct impact on absenteeism, turnover, and decreased work ethic. When welfare is not met, loyalty to the organization weakens. This is also true in the public sector, especially in countries with rigid bureaucratic structures and inadequate reward systems. The lack of fair incentives, limited career development opportunities, and minimal recognition of achievements, keeps many employees stuck in administrative routines without innovative passion. When employees do not feel valued or have room to grow, their capacity to serve the community is degraded. This lowers service standards, lengthens turnaround times, and weakens public trust in state institutions.

Another problem that is no less serious is the mismatch between employee management policies and the real needs in the field. Many public organizations still apply a uniform and decontextualized approach, so employees in remote areas or with special tasks do not receive adequate support according to their work characteristics. Kim (2005) notes that recruitment, training, and incentive systems in the public sector are often not aligned with the organization's strategic goals. This creates distortions in performance formulation and undermines institutional reform efforts oriented towards quality community services. If the human resource management system does not support institutional transformation, then various reform programs will only lead to surface changes without touching the root of the problem. Employees who are supposed to be agents of change are trapped in a system that is not adaptive and less responsive to social dynamics.

This topic is worth examining because there is a gap between the design of human resource management in the public sector and the outcomes of community services. Attention to bureaucratic efficiency without attention to the welfare of individuals within the bureaucracy has led to an emotionally dry and non-adaptive service model. When employees feel alienated from the institution or do not receive adequate support, the services provided become mechanical, rigid, and unresponsive to the needs of citizens. This phenomenon illustrates why quality services remain inaccessible to the public despite seemingly ideal institutional indicators like standard operating procedures and organizational structures. By understanding the relationship between welfare conditions and work outcomes, we can encourage a more balanced and humanistic community policy direction. Such an approach is expected to have a positive impact on individuals, strengthening the legitimacy and effectiveness of state institutions in carrying out public service functions.

This research is also important because it touches on aspects of structural justice within the bureaucracy. When the welfare of community employees is neglected, what happens is not only a decline in performance, but also a disruption of the merit system and the spirit of professionalism. Analysis of this topic has the potential to become the basis for the formation of a new paradigm in the governance of the state apparatus.

This research aims to analyze the relationship between employee welfare in the public sector and the level of organizational effectiveness in providing services to the community. The literature study provides a conceptual understanding of how working conditions, reward systems, and employee psychological satisfaction affect the productivity and responsiveness of community institutions to the needs of citizens. This research contributes to the development of human resource management policies in the public sector to be more based on a balance between performance and care for individuals.

RESEARCH METHOD

This research uses a qualitative literature study approach based on document analysis as the main data source. The literature study was chosen because it provides breadth of coverage in accessing previously developed thoughts, empirical findings and theories. In the guidelines compiled by Creswell (2007), this method is considered appropriate for developing theoretical frameworks and understanding the relationships between concepts in complex social environments. This research was conducted by critically examining relevant documents in depth.

The literature reviewed in this research included academic journals, research reports and methodology books. The selection of literature was done purposively by considering the relevance of the theme and the authority of the author. According to Neuman (2006), the validity of literature studies is highly dependent on the selection of credible sources and systematic interpretation mechanisms. The analysis process was conducted through coding, grouping of key issues, and contextual interpretation based on the themes of employee welfare and performance effectiveness of public organizations.

RESULT AND DISCUSSION

In the institutional architecture of the public sector, people are not merely the implementers of administrative procedures, but the soul that drives the entire dynamics of the country's services. Neglect of the personal and emotional dimensions of employees often results in a bureaucracy that is mechanized and drained of a sense of collective responsibility.

Employees who feel valued not for their results, but for their existence and the process of their work, tend to show genuine attachment to the institution. Attention to the inner and social conditions of community employees is the first step in creating a lifelike organization.

As the complexity of community demands increases, the state bureaucracy is required to be responsive without losing its human essence. The function of the country lies not only in the implementation of policies, but also in how these policies are translated by individuals who run the wheels of government. The bureaucracy needs to play a role not just as an administrative machine, but also as an actor with ethical responsibility for the quality of life of citizens. At this level, civil servants are not neutral entities, but individuals who bring diverse backgrounds, needs and expectations. Providing space for them to grow is a structural responsibility that cannot be underestimated. If the state wants to maintain public trust, then building a bureaucracy that is aware of the humanity of its implementers is a fundamental requirement.

When the world of work in the community sphere is matched with the theory of work psychology, it is clear that there is an interrelated dimension between individual balance and institutional achievement. No organization can transform sustainably without touching the root of the welfare of its actors. The urge to serve is not born from pressure, but from a sense of sufficiency, security, and acceptance. Without psychosocial well-being, bureaucratic work becomes a spiritless routine, which in the long run weakens the institution. Bureaucratic leadership that realizes this will be able to create a system that is not only efficient, but also empathetic. Organizational transformation is structural, cultural, and collaborative within the public bureaucracy.

The classic debate about task and people orientation in organizational systems has finally found a middle ground through an approach that combines personal needs with structural targets. This is where the urgency to review organizational tools that have been overemphasizing structure without considering the condition of its human resources. Paying attention to welfare does not mean sacrificing performance discipline, but rather building a stronger foundation for sustainable service. fulfillment of the basic and psychological needs of employees will strengthen morale and a sense of responsibility for public services. Employee well-being includes not only compensation, but also emotional support, space for participation, and protection against chronic work stress.

Raising welfare as a strategic issue in community management marks a shift in perspective from a conservative bureaucratic model to a transformative approach that honors human labor. In such a system, efficiency does not stand alone, but is born from the harmony between workload and individual capacity. Welfare is not just a form of material compensation or bonuses, but includes a supportive work environment, career path certainty, ongoing training, and employee involvement in strategic decision-making. When the country builds a bureaucracy that takes into account the basic needs of employees, it is actually designing a solid foundation for achieving common goals. Policies that have a humane system towards workers will create a conducive growth space for state implementers to realize measurable and meaningful performance. This strategy can strengthen the legitimacy of the state in the eyes of society because of efficient and humane public services.

The welfare of public sector employees is conceptually closely related to the theory of human needs and work motivation. Maslow's (1954) theory of the hierarchy of needs suggests that individuals can only achieve self-actualization when basic needs such as security, affiliation, and esteem have been met. In the state bureaucracy, this is reflected in an organizational structure that is able to provide job security, a healthy work environment, and recognition of performance achievements. Self-actualization in the public sector means creating space for individuals to innovate, contribute meaningfully, and feel that their work has a real impact on society. A work environment that provides freedom of speech, opportunities to develop skills, and support for personal initiative will help employees reach their full potential. Public sector management at least touches on aspects of administrative techniques as well as a deep understanding of the psychological and social dynamics that shape the work behavior of state apparatus.

Research by Wright and Davis (2003) highlights a significant relationship between employee welfare and their work orientation, as well as engagement in the organization. When employees feel that their working conditions are supportive, both physically and emotionally, they tend to be more motivated to contribute to their full potential. Good welfare creates a positive environment, where employees feel valued and cared for, so they are more willing to put in extra effort that is not explicitly stated in the employment contract. This shows that employee welfare is not just about financial compensation, but also includes aspects such as social support, recognition, and opportunities for growth. Increased productivity and reputation of public organizations are the long-lasting effects of this situation.

In community service, the impact of employee welfare is becoming increasingly important. Employees who feel welfare tend to have a more positive and proactive attitude in serving the community. They are better able to interact with the community effectively, provide quality services, and meet the minimum service standards set. When employees feel engaged and committed to the organization, they will make more effort to understand the needs of the community and provide appropriate solutions. This not only increases community satisfaction, but also strengthens community trust in community service institutions.

Improved quality of interactions between employees and the community as a result of employee welfare can also contribute to the achievement of overall organizational goals. Employees who are engaged and passionate about their work are more likely to innovate and look for new ways to improve service efficiency and effectiveness. Thus, investing in employee welfare benefits not only the individual, but also the organization and the community at large. In the long-term, this can create a more productive and responsive work culture, which in turn will improve the quality of community services and have a positive impact on the community.

Emotional welfare is also an important determinant in shaping a positive work culture. In the context of bureaucracy, administrative pressures, high workloads and ever-increasing public expectations can lead to burnout if not adequately supported. Research conducted by Bakker and Demerouti (2007) on the Job Demands-Resources model states that the balance between job demands and personal or organizational resources can reduce job burnout and increase employee morale in the long-term. It is important for government agencies to design more humanistic management strategies, including strengthening internal communication, personal development training, and empathic leadership approaches.

Research by Le Grand (2003) highlights the importance of feeling valued and supported in building employee loyalty that is not transactional. This loyalty is different from simply a relationship based on financial rewards or formal contracts; it reflects a deeper emotional commitment to the institution. When employees feel that their contributions are recognized and valued, they tend to develop a strong sense of belonging to the organization. This encourages them to invest more deeply in their work, not only in terms of time and effort, but also in terms of innovation and service quality improvement. Thus, this non-transactional loyalty creates a more productive and collaborative work environment.

The trust that builds between institutions and employees as a result of this loyalty has a significant impact on the legitimacy of the bureaucracy in the eyes of the community. When employees feel emotionally attached and have trust in the institution, they are more likely to behave positively in interactions with the community. This can improve community perception of the quality of services provided and strengthen the legitimacy of the institution as a reliable service provider. Thus, loyalty that is not transactional is not only beneficial for employees and organizations, but also contributes to increased community trust in the bureaucracy, which in turn supports stability and effectiveness in community service delivery.

In a cross-country review, Rainey and Steinbauer (1999) found that public sector organizations that pay attention to employee welfare through policies on work flexibility, mental health, and employee participation in decision-making show more stable and results-oriented performance. This is an indicator that welfare is not just an administrative bonus, but a managerial foundation.

The relationship between welfare and organizational innovation has been proven in a study by Fernandez and Pitts (2007). When employee welfare is maintained through a supportive work climate, employees are encouraged to contribute new ideas, take measured risks, and engage in the process of updating work procedures. Innovation in the public sector is vital because it engages adapting to the dynamic needs of the community.

Measuring organizational effectiveness in community services often focuses on quantitative outcomes, such as productivity and efficiency, without considering the psychological factors that influence employee performance. Research by Boyne (2002) suggests that approaches that rely solely on traditional indicators can provide an incomplete picture of how organizations function. Employee welfare, which includes job satisfaction, affective commitment, and perceptions of ethical leadership, plays an important role in determining how well employees can contribute to organizational goals. When employees are satisfied and emotionally attached to their work, they are more likely to provide high-quality services and innovate in the way they work.

The integration of welfare indicators in the measurement of organizational effectiveness not only improves the understanding of internal dynamics, but can also contribute to the improvement of overall performance. Employees who have high affective commitment tend to be more loyal and passionate about their duties, which has a positive impact on their interactions with the community.

Perceptions of ethical leadership can affect employee trust and motivation, which in turn affect the quality of community services. Ignoring psychological factors in the measurement of organizational effectiveness can result in errors in performance assessment and hinder efforts to improve the quality of services provided to the community.

It is also important to highlight that excessive work pressure without organizational support worsens welfare conditions and leads to burnout. In many bureaucracies, administrative demands and high service expectations are not accompanied by management policies that are responsive to employee working conditions. Maslach and Leiter (1997) assert that burnout in the public sector often occurs due to high expectations from the community that are not matched by adequate internal resources and support.

Research by Moynihan and Pandey (2007) revealed that a bureaucracy that allows employees to feel autonomous and have a voice in organizational decision-making will strengthen emotional attachment to the institution. This is closely related to the principles of welfare in psychological and organizational frameworks. Encouraging participation in the bureaucracy involves increasing transparency or efficiency, investing in building a supportive, empowered and long-term oriented work culture.

The welfare-based community service model is also found in the humanistic approach to community management. In the literature reviewed by Denhardt and Denhardt (2000), they suggest the importance of the 'new community service' as an approach that focuses on respecting employees as individuals, not just resources to be managed.

In bureaucratic reform, a focus on welfare should be part of the strategic agenda. Reforms that focus on budget rationalization without paying attention to the psychosocial balance of employees produce distortions in community services. This is an important concern as noted by Pollitt and Bouckaert (2004) in their analysis of institutional capacity.

Research by Park and Rainey (2008) shows that strengthening employee welfare in the public sector work environment is directly proportional to the success of the organization in achieving national development goals, especially in the fields of health, education, and basic administrative services. In general, the literature analyzed leads to the conclusion that employee welfare is a significant determinant in shaping the performance of public sector organizations. Investment in welfare is not a burden, but rather a form of strengthening social and institutional capital that has an impact on community satisfaction with the country's performance.

CONCLUSION

The results of the analysis show that the welfare of public sector employees contributes significantly to the achievement of organizational performance in providing services to the community. Comprehensively defined welfare-including psychological, social, and structural aspects-is able to strengthen loyalty, improve work motivation, and encourage responsive and quality community services. Various studies reviewed reinforce the conclusion that human resource management in the public sector cannot be separated from the welfare dimension as a basic element of institutional effectiveness.

The implications of these findings suggest that public sector organizations need to develop welfare-based managerial systems. Without attention to welfare, institutions risk bureaucratic dysfunction, declining service credibility, and weak responses to citizens' needs. A welfare-oriented management approach can be a turning point in bureaucratic reform, especially to strengthen the legitimacy of the state in community services.

It is recommended that the government and public institutions integrate welfare indicators in the organizational performance evaluation system. Policies that emphasize the balance between institutional targets and employees' working conditions on an ongoing basis are needed. Investments in training, work facilities, and welfare programs will be key in creating a productive and adaptive community work environment to social dynamics.

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