

Employee Welfare Initiatives to Enhance Employee Performance at ABC Institution, Nanning City, Guangxi Province

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Abstract

The research objectives were: 1) to study the effect of employee welfare on employee performance in ABC Institution, 2) to study the moderating role of organizational culture on the relationship between employee welfare and employee performance in ABC Institution, and 3) to propose employee welfare initiatives to improve employee performance at ABC Institution. The study employed a mixed-methods approach. Quantitative data were gathered through a questionnaire distributed to a sample of 300 employees, selected using stratified random sampling. Qualitative insights were obtained through interviews with twelve entry-level employees, one middle-level employee, and one senior employee. These individuals were selected using purposive sampling to ensure diverse perspectives on the welfare system. The selection based on roles and experience ensured a comprehensive understanding of welfare policy impacts across levels. The quantitative findings were analyzed using descriptive statistics, correlation analysis, multiple regression, and hierarchical regression. The qualitative data were analyzed through thematic analysis.

The research findings revealed that: 1) a strong positive relationship between employee welfare and performance ($\beta = 0.716$, $p < 0.001$), confirming that better welfare leads to improved employee outcomes. This indicates that improvements in employee welfare directly enhance employee performance, 2) organizational culture had a crucial moderating and promoting effect on the relationship between the two. Adding this interaction term increased the model's explanatory power ($\Delta R^2 = 0.022$, $p < 0.001$). This finding indicates that organizational culture amplifies the impact of employee welfare on employee performance by shaping shared values, norms, and perceptions of welfare initiatives, and 3) proposed employee welfare initiatives included salary improvements, training and development programs, work-life balance initiatives, and inclusive policies. Leveraging a strong organizational culture can optimize welfare programs, maximizing their positive impact on employee performance.

Keywords: employee welfare; employee performance; organizational culture

1. Introduction

In today's competitive business landscape, offering attractive employee welfare was crucial for attracting and retaining top talent (Porath, 2023). Employee welfare packages played a vital role in enhancing organizational reputation, reducing turnover, and ensuring stability and growth. Well-structured welfare systems significantly boosted employee morale and productivity, fostering engagement and commitment, which in turn improved overall performance (Sugiarti, 2022). This paper examines how employee welfare in Guangxi Province's education sector influenced employee performance.

Guangxi's education sector has seen substantial growth due to economic development and evolving educational priorities, leading to a comprehensive system from preschool to higher education. Increased investments and a growing number of institutions and students highlight the region's commitment to nurturing talent. Merit pay for teachers is divided into basic and incentive components, with performance pay designed to match or exceed the average civil servant salary, reflecting the region's focus on improving teacher welfare (Beck & Hensher, 2022).

Employee welfare was key to advancing educational objectives and organizational success in Guangxi. Competitive salaries, professional development opportunities, and supportive working environments improved employee satisfaction, retention, and performance, ultimately enhancing education quality. With over 24,350 schools, 13.486 million students, and 758,500 full-time teachers in 2022, the sector played a significant role in societal and economic progress. However, optimizing welfare to meet employee needs remained a challenge, with few empirical studies addressing this issue. ABC Educational Institution, a private boarding school with 309 teaching staff as of June 2024, served as a representative case study for analyzing employee welfare strategies and their impact on performance.

While the literature establishes a clear link between employee welfare and performance, limited research examines the moderating role of organizational culture in this relationship (Abdullahi et al., 2021), especially in the context of educational institutions in Guangxi Province. Additionally, there is a need for empirical research to identify the welfare initiatives most valued by employees in the education sector and their direct impact on performance (Alam et al., 2020).

By addressing these gaps, organizations can develop evidence-based welfare programs tailored to their unique cultural and institutional contexts, ensuring improved employee performance and organizational success.

2. Objectives

- 1) To study the effect of employee welfare on employee performance in ABC institution, Nanning City, Guangxi Province.
- 2) To study the moderating role of organizational culture on the relationship between employee welfare and employee performance in ABC institution, Nanning City, Guangxi Province.
- 3) To propose employee welfare initiatives to improve employee performance at ABC institution, Nanning City, Guangxi Province.

3. Literature Review

3.1 The Concept of Employee Welfare

Employee welfare refers to the various forms of support and protection provided by an enterprise or organization for employees in addition to salary to meet their career development and life needs. These benefits include not only financial subsidies, but also non-financial support, such as career development and health care. Essentially, employee benefits are an informal contract between a company and its employees, which reflects the care and importance of the company for its employees, and aims to improve their well-being and motivation (Beauregard & Henry, 2009; Salas Vallina et al., 2021).

The employee performance level of ABC institution is an important index that comprehensively reflects the development of the education industry. The performance level is not only related to the quality, working attitude and method of the employees in the education industry, but also closely related to the management system and policy environment in the industry. First of all, from the quality of the education industry staff, Guangxi Province education industry staff overall quality is high. With the continuous development of education, Guangxi Province pays more and more attention to the selection and training of employees in the education industry. Many universities and educational institutions have established sound recruitment and training mechanisms to ensure that employees have sufficient professional knowledge and educational skills (Okolie et al., 2020).

3.2 The Concept of Employee Performance

Employee performance refers to the behaviors and results of employees completing work tasks in a certain period of time, and is an important indicator to measure the value of employees (Campbell, 1990; Darmawan et al., 2020). Employee performance includes both the completion of tasks within the scope of their responsibilities and the proactive behavior and team contribution that exceed the requirements of the position. Robbins and Judge (2014) argue that employee performance is the result of a combination of effort, skill, and work

environment, and that it manifests itself in a variety of ways, influenced by individual, organizational, and environmental factors.

Employee welfare in ABC institution current salary and allowance standards the salaries and allowances in ABC institution are usually related to the teacher's title, years of service, work performance and the financial status of the school or educational institution. Generally speaking, teachers' salaries gradually increase with professional advancement and years of service. In addition, teachers may receive performance bonuses or allowances based on their job performance. Regarding social security and provident funds, employees in the education sector benefit from comprehensive social security coverage (Chai, 2022).

3.3 Organizational Culture

Organizational culture refers to the beliefs, values, norms, and codes of conduct shared by members within an organization (Schein, 2010; Srimulyani & Hermanto, 2022) that determine how members perceive, think, and feel the environment in which they live. Organizational culture plays an indirect role between employee well-being and performance. Benefits improve organizational culture, which in turn improves employee performance. When an organization provides superior employee benefits (e.g., wellness programs, career development opportunities), employees perceive the organization as caring, which fosters a supportive culture. A supportive culture indirectly improves organizational performance by further enhancing employees' job satisfaction, cohesion, and collaboration (Boxall & Macky, 2007). Organizational culture of education industry in Guangxi Province Core values, the core of the organizational culture of ABC institution usually revolves around the values of "education-oriented, moral education". This value emphasizes that the fundamental purpose of education is to cultivate morality, intelligence, the builders and successors of socialism who are fully developed physically and aesthetically people, pay attention to cultivating students' innovative spirit and practical ability (Zhu & Yuan, 2023).

3.4 Conceptual Framework

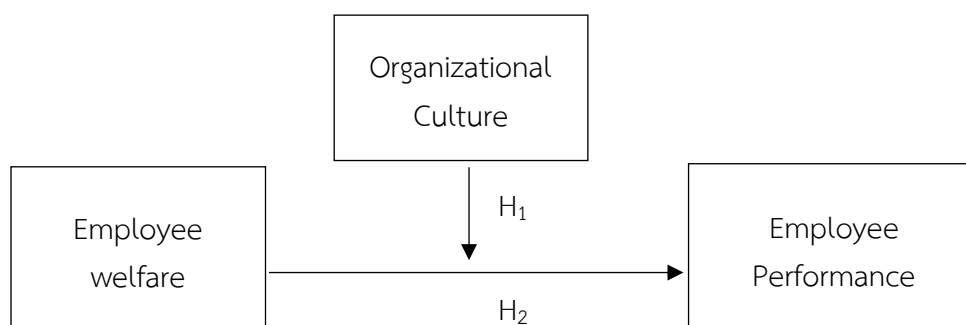


Figure 1 Conceptual Framework

Employee welfare is widely recognized as a critical factor influencing employee performance (Gupta & Krishnamurti, 2020; Hariri et al., 2024). Welfare encompasses various initiatives aimed at improving employees' physical, emotional, and social well-being, such as health benefits, financial support, work-life balance programs, and recreational facilities. These measures contribute to job satisfaction, motivation, and reduced stress, ultimately enhancing employee productivity and performance (Kusumayadi et al., 2024). Studies have shown that organizations with comprehensive welfare programs tend to experience lower turnover rates and higher levels of organizational commitment among employees (Hessari et al., 2024). Additionally, welfare policies are linked to improvements in the quality of work and overall organizational outcomes, particularly in the education sector, where employees face unique challenges such as high workloads and emotional labor (Nauman et al., 2024).

In the context of educational institutions, employee welfare plays a pivotal role in fostering an environment where educators and staff can perform optimally. For example, enhanced welfare benefits have been found to mitigate burnout and increase engagement among employees, thereby improving the quality of education delivered to students (Susilowati et al., 2024). Research conducted in similar institutional contexts suggests that employee welfare programs not only improve individual performance but also contribute to collective institutional success.

Hypothesis 1 (H_1): There is a significant positive effect of employee welfare on employee performance in ABC institution in Guangxi Province.

Organizational culture, defined as the shared values, beliefs, and practices within an organization, has a profound impact on how welfare programs are perceived and utilized by employees. A supportive and inclusive culture can amplify the positive effects of welfare initiatives by fostering trust, collaboration, and a sense of belonging among employees (Sethi et al., 2021). For instance, organizations with strong cultures of support and recognition are more likely to see enhanced employee performance when welfare programs are implemented. Conversely, a rigid or toxic culture may undermine the effectiveness of welfare initiatives, as employees may feel undervalued or disconnected from organizational goals (Vargo, 2023).

Studies have also highlighted the moderating role of organizational culture in the relationship between employee welfare and performance. For example, Alshwayat et al. (2021) found that in organizations with a collaborative culture, welfare programs led to greater improvements in employee performance compared to those with hierarchical cultures. This suggests that a conducive organizational culture not only enhances the direct impact of welfare programs but also helps sustain their long-term benefits.

Hypothesis 2 (H₂): Organizational culture moderates the relationship between employee welfare and employee performance in ABC institution in Guangxi Province.

4. Research Methodology

4.1 Population and Sample Size

The population for this study consisted of all 309 employees of ABC institution in Nanning, Guangxi. To meet the study's objectives, a mixed-methods approach was employed. For the qualitative aspect, in-depth interviews were conducted with a purposive sample of fourteen participants, which included twelve employees, one middle manager, and one senior manager. This approach was designed to capture diverse perspectives and ensure a thorough exploration of the research topic. For the quantitative aspect, a full-sample strategy was used. Electronic questionnaires were distributed to all 309 employees of the institution, enabling comprehensive data collection and ensuring representation across the entire organization.

A total of 300 valid questionnaires were collected, revealing diverse respondent characteristics. Gender: 37% male, 63% female. Age: 27% aged 20-30, 38% aged 31-40, 24% aged 41-50, and 11% aged 51 and above. Income: 15% earned 5000-10000 yuan, 43% earned 10000-15000 yuan, 29% earned 15000-20000 yuan, and 13% earned over 20000 yuan. Marital status: 48% married, 52% unmarried. Departments: 42% from teaching, 12% each from general management and business units. Job level: 71% were ordinary teaching staff, 18% middle managers, and 11% senior executives. Work experience: 33% had less than one year, 44% had 1-5 years, 15% had 6-10 years, and 8% had over 10 years. These findings provide a comprehensive demographic overview for further analysis.

4.2 Research Instruments

This study employed a combination of qualitative and quantitative tools to ensure comprehensive data collection and analysis. In the qualitative section, in-depth interviews were designed to guide respondents in expressing their opinions and perceptions through open-ended questions, allowing for the collection of rich, detailed data. To maintain the quality of the qualitative tool, interview guidelines were carefully constructed to align with the study objectives, ensuring clarity and relevance in eliciting meaningful responses.

In the quantitative section, structured questionnaires and 5-point Likert scales were utilized, comprising questions about employee welfare (9 items), which included a variety of aspects such as salary, bonuses, retirement plans, medical insurance, wellness programs, workplace safety, work-life balance, professional development, and support for job performance. Organizational culture (10 items) measurement focused on key dimensions such as communication, leadership, collaboration, ethics, creativity, innovation, and values

alignment. It encompassed both visible artifacts (e.g., communication practices, team interactions) and underlying values (e.g., ethical standards, support for innovation). Cultural elements were operationalized in the questionnaire through specific statements, allowing respondents to rate their agreement, thus providing insight into both tangible and intangible cultural aspects. Employee performance (8 items) measurement focused on key areas such as task achievement, quality of work, efficiency, and contribution to organizational goals. These dimensions ensured a comprehensive evaluation of an employee's performance, providing a balanced view of their effectiveness and impact within the organization, totaling 27 items.

Examples of items related to employee welfare include: “The medical insurance provided by my employer is comprehensive” and “I have access to wellness programs that support my health” (Noorazem et al., 2021; Alam et al., 2020). Questions related to organizational culture include: “Collaboration and teamwork are encouraged in this organization” and “The organization encourages creativity and innovation” (Kuswati, 2020; Awadh & Saad, 2013). Additionally, items related to employee performance include: “I consistently meet or exceed my work targets” and “I use my time effectively to complete my work” (Kambara et al., 2023; Dorta-Afonso et al., 2020; Gunawan et al., 2022). These instruments are meticulously designed, incorporating clear and concise items derived from established literature and industry standards to ensure content validity. Pretesting is conducted to refine the questionnaire, address potential ambiguities, and ensure respondent comprehension.

The quality of the research tools is further demonstrated through reliability and validity assessments. Reliability is measured using Cronbach's Alpha, with values exceeding 0.8 across dimensions, indicating high internal consistency. Validity was evaluated through IOC (Index of Item-Objective Congruence) values, with each question having values ranging from 0.67 to 1.00. Additionally, the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity demonstrated strong construct validity of the tools, with a KMO value of 0.978 and a significant Bartlett's test result ($p < 0.001$) (Jairoun et al., 2020). These findings provided a robust foundation for accurately measuring employee welfare, organizational culture, and employee performance.

4.3 Data Collection

Data collection in this study involved both qualitative and quantitative methods to ensure comprehensive insights. Initially, qualitative data were gathered through in-depth interviews to capture employees' perceptions, expectations, and suggestions regarding welfare measures and performance improvement. This was followed by quantitative data collection through online questionnaires, ensuring convenience and broad coverage. The questionnaire

aimed to reveal the relationship between welfare measures and employee performance while gathering employees' views on welfare and performance enhancement.

Additionally, relevant literature and industry reports served as supplementary data. Throughout the process, emphasis was placed on ensuring data authenticity and validity. Qualitative data were meticulously recorded and organized, while quantitative data underwent thorough cleaning and coding to ensure accuracy for subsequent analysis.

4.4 Data Analysis

Data analysis in this study employed both qualitative and quantitative approaches to gain a comprehensive understanding of the impact of employee welfare on performance. Content analysis was used to organize qualitative data, uncovering key themes and employees' perceptions of welfare and performance improvement. Quantitative data were processed using statistical software for descriptive statistics, correlation analysis, and regression analysis, enabling the exploration of the specific effects of welfare measures on performance. Emphasis was placed on ensuring the reliability and validity of the results, with careful handling of outliers and missing data. By integrating qualitative and quantitative findings, the study aimed to draw in-depth conclusions and provide valuable insights into effective employee welfare practices for enhancing performance in Guangxi's education sector.

5. Research Finding

5.1 Descriptive and Correlation Analysis

Descriptive and correlation analysis as show in Table 1.

Table 1 Descriptive and Correlation Analysis of Variables in ABC Institution

Variables	Mean	S.D.	Employee Welfare	Organizational Culture	Employee Performance
Employee Welfare	3.323	0.622	1		
Organizational Culture	3.431	0.845	0.312**	1	
Employee Performance	3.466	0.715	0.728**	0.725**	1

Note: * $P < 0.10$, ** $p < 0.05$, *** $p < 0.001$

The descriptive and correlation analysis provides insights into the relationships between employee welfare, organizational culture, and employee performance at ABC Institution. The mean values indicate that employee welfare (Mean = 3.323, S.D. = 0.622) is perceived slightly above neutral, with moderate variability in responses. Organizational culture (Mean = 3.431, S.D. = 0.845) is rated slightly higher, but with greater variability among respondents. Employee performance (Mean = 3.466, S.D. = 0.715) has the highest mean rating, suggesting positive perceptions, with moderate response variability.

The correlation analysis reveals significant relationships among the variables. Employee welfare and organizational culture are moderately correlated ($r = 0.312$, $p < 0.05$), indicating that improved welfare is associated with better organizational culture. A strong positive relationship exists between employee welfare and employee performance ($r = 0.728$, $p < 0.05$), highlighting the critical role of welfare in enhancing performance. Similarly, organizational culture and employee performance are strongly correlated ($r = 0.725$, $p < 0.05$), suggesting that a supportive culture significantly boosts performance. The statistical significance of these relationships ($p < 0.05$) confirms their reliability and importance. Overall, the findings emphasize the need for integrated strategies to improve employee welfare and organizational culture, both of which are crucial for enhancing employee performance.

5.2 The Effect of Employee Welfare on Employee Performance in ABC Institution.

The regression analysis results in Table 2 elaborate on the impact of employee benefits on employee performance. From the statistical perspective, this model demonstrates strong explanatory power and statistical significance.

Table 2 Regression analysis results on the effect of employee welfare on employee performance

	Coefficient	Std. Error	t	p
Constant	0.397	0.115	3.438	0.001**
Employee Welfare	0.716	0.038	18.623	0.000***
F		348.829		
Sig. F		0.000***		
R ²		0.530		
Adjusted R ²		0.529		

Note : * $p < 0.10$, ** $p < 0.05$, *** $p < 0.001$

Specifically, the regression coefficient of the employee benefits variable is 0.716 ($p < 0.001$), indicating a significant positive relationship between employee benefits and employee performance. The R² value of the model is 0.530, and the adjusted R² is 0.529, which means that employee benefits can account for approximately 53% of the variation in employee performance. The F-statistic is 348.829 ($p < 0.001$), suggesting a good fit of the overall model.

The coefficient of the constant term is 0.397 ($p < 0.05$), which is statistically significant. These findings provide important implications for corporate management practices, demonstrating that strengthening the investment in employee benefits can effectively enhance the performance of employees.

The results of the multiple regression analysis in Table 3 demonstrate the combined impact of employee benefits and organizational culture on employee performance. From the

statistical results, both the explanatory power and statistical significance of the model have been significantly enhanced. Specifically, the regression coefficient of the employee benefits variable is 0.507 ($p < 0.001$), and the regression coefficient of the organizational culture variable is 0.547 ($p < 0.001$). Both independent variables show a significant positive relationship with employee performance, and the impact of organizational culture is slightly greater than that of employee benefits.

Table 3 Regression analysis results on the effect of employee welfare and organizational culture on employee performance

	Coefficient	Std. Error	t	p	Collinearity Statistics	
					Tolerance	VIF
Constant	-0.704	0.092	-7.689	0.000***		
Employee welfare	0.507	0.024	20.712	0.000***	0.903	1.108
Organizational Culture	0.547	0.026	20.919	0.000***	0.903	1.108
F			629.686			
Sig. F			0.000***			
R ²			0.805			
Adjusted R ²			0.803			

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.001$

The R² value of the model reaches 0.805, and the adjusted R² is 0.803, indicating that these two variables jointly explain approximately 80% of the variation in employee performance, which is nearly 30 percentage points higher than when considering employee benefits alone. The F-statistic is 629.686 ($p < 0.001$), suggesting an excellent fit of the overall model. The collinearity diagnosis shows that the tolerance values of the two independent variables are 0.903, and the VIF values are 1.108, both within a reasonable range, indicating that there is no serious multicollinearity problem. The coefficient of the constant term is -0.704 ($p < 0.001$), which is statistically significant. These findings suggest that while enterprises attach importance to employee benefits, it is equally important to cultivate a good organizational culture, and the synergy between the two can enhance employee performance more effectively.

The regression analysis results in Table 4 introduce the interaction term between employee benefits and organizational culture, presenting a more complex relationship pattern. Specifically, after adding the interaction term, the explanatory power of the model has been slightly enhanced. The R² value reaches 0.826, and the adjusted R² is 0.825, indicating that the model can explain approximately 82.5% of the variation in employee performance.

The F-statistic is 483.821 ($p < 0.001$), demonstrating that the overall model still has strong statistical significance.

Table 4 Regression analysis results on the effect of employee welfare, organizational culture, and employee welfarexorganizational culture on employee performance

	Coefficient	Std. Error	t	p	Collinearity Statistics	
					Tolerance	VIF
Constant	1.484	0.364	4.080	0.000***		
Employee Welfare	-0.205	0.124	-1.656	0.099*	0.036	27.933
Organizational Culture	-0.200	0.116	-1.718	0.087*	0.036	28.157
Employee welfarexOrganizational Culture	0.240	0.039	6.193	0.000***	0.014	71.676
F			483.821			
Sig. F			0.000***			
R ²			0.826			
Adjusted R ²			0.825			

Note: * $p < 0.10$, ** $p < 0.05$, *** $p < 0.001$

It is worth noting that after introducing the interaction term, the main effect coefficients of both employee benefits ($\beta = -0.205$, $p < 0.10$) and organizational culture ($\beta = -0.200$, $p < 0.10$) have turned negative, and the significance level has decreased. However, the coefficient of the interaction term between the two is positive ($\beta = 0.240$, $p < 0.001$) and has strong statistical significance, which indicates that there is a significant synergy effect between employee benefits and organizational culture.

Nevertheless, it should be cautioned that the collinearity statistics of the model show relatively high VIF values (27.933 for employee benefits, 28.157 for organizational culture, and 71.676 for the interaction term) and low tolerance values (all less than 0.04), suggesting that there is a rather serious multicollinearity problem. This situation is quite common in regression models containing interaction terms, but the results still need to be interpreted with caution.

The coefficient of the constant term is 1.484 ($p < 0.001$), which is statistically significant. These findings illustrate that the impacts of employee benefits and organizational culture on employee performance are interdependent, and the combination of the two may produce a stronger positive effect than their individual effects. However, due to the existence of multicollinearity in the model, it is recommended to adopt processing methods such as

centering or standardizing in future studies, or further verify the robustness of this conclusion through methods like grouped analysis.

5.3 The Moderating Role of Organizational Culture on the Relationship Between Employee Welfare and Employee Performance in ABC Institution.

From the results of the hierarchical regression analysis, the moderating role of organizational culture in the relationship between employee benefits and employee performance can be clearly seen.

Table 5 Hierarchical regression result for moderating effect of organizational culture on employee welfare and employee performance

Variables	Model 1 Independent variable	Model 2 Moderating variable	Model 3 Interaction variable
Constant	0.397	-0.704	1.484
Employee welfare	0.716	0.547	-0.205
Organizational Culture		0.507	-0.200
Employee Welfare×Organizational Culture			0.240
F change	346.829	429.007	38.355
Sig. F change	0.000***	0.000***	0.000***
R ²	0.530	0.805	0.826
Adjusted R ²	0.529	0.803	0.825
ΔR^2	0.53	0.274	0.022

Note : *p<0.10, **p<0.05, ***p<0.001

In Model 1 (the independent variable model), only the employee benefits variable is included, with its coefficient being 0.716, explaining 53% of the variation in employee performance (Adjusted R² = 0.529), indicating that employee benefits have a significant positive impact on performance. After adding the organizational culture variable in Model 2 (the moderating variable model), the coefficient of employee benefits drops to 0.547, and the coefficient of organizational culture is 0.507. The explanatory power of the model is significantly enhanced (Adjusted R² = 0.803, ΔR^2 = 0.274), indicating that the addition of organizational culture contributes an additional 27.4% of explanatory power to the model.

In Model 3 (the interaction effect model), after adding the interaction term, although the main effect coefficients of employee benefits (-0.205) and organizational culture (-0.200) turn negative, the coefficient of the interaction term is significantly positive (0.240), and the explanatory power of the model is further enhanced (Adjusted R² = 0.825, ΔR^2 = 0.022). The

changes in the F-values of all three models reach a significant level ($p < 0.001$), confirming the validity of the models.

These results indicate that organizational culture not only directly affects employee performance but also can generate additional positive impacts through its interaction with employee benefits. Specifically, a good organizational culture can strengthen the promoting effect of employee benefits on performance. This provides an important implication for corporate management practice: while enhancing employee benefits, attention should be paid to the construction of organizational culture, and the synergy between the two can bring about a more significant performance improvement.

In conclusion, by sorting out the data on “employee welfare Initiatives for Improving Employee Performance in the ABC Institution in Nanning City, Guangxi Province”, the following Hypothesis Test Results can be summarized as shown in the Table 6.

Table 6 Summary of hypothesis test results

	Hypothesis	Results	
H ₁	There is a significant positive effect of employee welfare on employee performance in educational institutions in Guangxi Province.	Positive effect	Support
H ₂	Organizational culture moderates the relationship between employee welfare and employee performance in educational institutions in Guangxi Province.	Positive effect	Support

Based on the data results of Tables 1 to 6 above, this study has conducted a detailed and comprehensive analysis. The study results show that: First, the improvement of employee welfare can directly promote the improvement of employee performance; second, the moderating effect of organizational culture is very obvious, indicating that a good organizational culture can enhance the positive impact of employee welfare on performance; third, the interaction effect among the three is obviously present. Therefore, under a good organizational culture, improving employee welfare may have a greater positive effect.

5.4 Employee Welfare Initiatives to Improve Employee Performance at ABC Institution.

1) Employee Welfare Dimension

ABC Institution should first accurately survey the welfare needs of employees, covering different positions and hierarchical levels. Through questionnaires and feedback channels, understand their expectations. For example, grassroots teachers focus on teaching resources, and middle-level managers value training and promotion. Then optimize the existing welfare.

Adjust the salary and benefit system to ensure competitiveness and improve the performance bonus system. At the same time, enhance the training welfare, enrich courses and track the effects. Finally, innovate welfare programs, introduce health care plans and personalized welfare choices, such as physical examinations, psychological counseling, welfare points, and flexible work arrangements, to enhance employee satisfaction and work dedication.

2) Organizational Culture Dimension

ABC Institution needs to clarify and disseminate the connotation of organizational culture. Sort out and refine the unique culture, and use multiple channels for publicity and training to let employees deeply understand. Integrate cultural orientation into welfare design to make welfare reflect the values of the institution. Link cultural activities with welfare to motivate employees to practice the culture. In addition, create a positive cultural atmosphere. The management should lead by example and promote the construction of a teamwork culture. Through cross-departmental cooperation and team welfare, enhance cohesion.

3) Employee Performance Dimension

ABC Institution should establish a scientific performance evaluation system. Set diversified indicators, covering teaching, work efficiency, teamwork, and other aspects. Combine regular and dynamic evaluations to ensure objective and comprehensive results. Tightly link performance results with welfare incentives. Adjust salaries, bonuses, and promotions according to performance and provide personalized welfare. At the same time, continuously provide performance feedback and improvement support. Conduct performance interviews and provide resources to help employees improve and jointly formulate improvement plans to promote continuous progress of employees.

6. Conclusion and Discussion

6.1 Conclusion

1) The Impact of Employee Welfare on the Employee Performance of ABC Institution

Employee welfare at ABC Institution significantly influences employee performance through both material and non-material benefits. Material welfare, such as competitive salary packages, directly enhances employees' motivation and dedication by recognizing their value and ensuring economic satisfaction. This fosters a sense of belonging and enthusiasm, encouraging employees to focus on improving teaching quality or work efficiency. Non-material welfare, including training programs and career development planning, indirectly boosts performance by providing opportunities for skill enhancement and personal growth. These initiatives foster loyalty and commitment, motivating employees to innovate, improve teaching effectiveness, and actively contribute to the institution's success.

2) The Moderating Role of Organizational Culture in the Relationship Between Employee Welfare and Employee Performance of ABC Institution.

Organizational culture in ABC Institution acts as a crucial bridge, moderating the relationship between employee welfare and performance. A positive culture amplifies the effectiveness of welfare initiatives, fostering alignment between institutional values and welfare programs. For instance, a culture promoting innovation enhances the impact of innovation rewards, inspiring employees to explore new methods and improve performance. Similarly, teamwork-oriented cultures strengthen team-building welfare, encouraging collaboration and shared success. Conversely, a negative or unclear culture diminishes welfare's impact by disconnecting it from institutional goals and personal development. This can result in passive participation in welfare programs or internal conflicts, ultimately hindering performance improvements.

3) Employee Welfare Initiatives of ABC Institution for Improving Employee Performance.

Establishing a scientific and flexible salary system, optimizing training programs, and enhancing quality-of-life benefits are essential strategies to improve employee performance at ABC Institution. A dynamic salary structure, integrating regular adjustments and performance-based pay, directly motivates employees by linking compensation to specific performance indicators like teaching quality and enrollment outcomes. Reward mechanisms, such as year-end and project bonuses, further incentivize outstanding contributions. Tailored training programs, aligned with employees' career stages and skill gaps, combined with opportunities for external learning and a tracking system for training application, ensure skill enhancement translates into better performance. Comprehensive welfare initiatives, such as modern workspaces, flexible schedules, health care, and employee engagement activities, foster satisfaction, reduce stress, and build a positive work environment. Additionally, involving employee representatives in welfare policy decisions enhances relevance and satisfaction, creating a strong foundation for individual and institutional success.

6.2 Discussion

The impact of employee welfare on performance in ABC Institution in Guangxi is multifaceted, encompassing both financial and non-financial elements. Financial incentives, such as performance-based bonuses, can directly boost motivation and teaching quality, provided they are perceived as fair and transparent (Wenzel et al., 2019). Non-financial benefits, including professional development opportunities, work-life balance initiatives, and employee recognition programs, contribute to job satisfaction, reduce stress, and foster a positive work environment. These elements collectively enhance employee engagement, motivation, and performance. A well-rounded welfare package that effectively integrates these

components can significantly improve both individual and organizational outcomes (Paais & Pattiruhu, 2020).

Organizational culture plays a pivotal role in moderating the relationship between employee welfare and performance in ABC institution. A positive and well-aligned culture enhances the effectiveness of welfare initiatives by fostering employee receptiveness and engagement. For instance, cultures that value continuous learning encourage employees to actively participate in professional development, translating into improved performance (Kraiger & Ford, 2021). Similarly, collaborative cultures amplify the impact of team-based welfare activities, promoting teamwork and shared purpose. Conversely, negative or misaligned cultures—marked by poor communication or resistance to change—can undermine welfare programs, leading to confusion or underutilization of benefits (Chantal et al., 2022). Thus, cultivating a supportive culture that aligns with welfare objectives is essential for maximizing employee and organizational performance.

This study explores employee welfare initiatives for improving performance at the ABC Institution in Nanning City, focusing on three dimensions: employee welfare, organizational culture, and employee performance. The findings indicate that employee welfare significantly impacts performance. Organizational culture is also identified as a critical factor, consistent with Beck & Hensher (2022), emphasizing its role as a moderating variable that enhances employee motivation and enterprise outcomes. Furthermore, the study underscores the importance of employee performance, echoing the views of Purnamasari et al. (2023), who stress its relevance to human resource value enhancement and overall organizational success.

7. Research Suggestions

7.1 Practical Recommendation

To enhance employee welfare, efforts should be made to strengthen employee welfare in aspects such as personalization and competitiveness of financial benefits, increasing participation and effectiveness of health benefits, and improving work-life quality and support systems.

To optimize organizational culture, optimization and improvement should mainly be carried out in aspects such as building an all-round communication bridge, deepening organizational transparency, setting an exemplary leadership to lead moral trends, and stimulating innovative thinking and strengthening teamwork.

7.2 Future Research Suggestion

Future research in this area could explore several promising avenues. One potential direction is to conduct longitudinal studies to track the long-term impact of employee welfare

initiatives and changes in organizational culture on employee performance. This would provide a more in-depth understanding of the causal relationships and the durability of the effects. For example, a longitudinal study could follow a cohort of employees over several years, observing how changes in welfare policies, such as the introduction of a new professional development program or a revised bonus structure, affect their performance over time, as well as how these changes interact with evolving organizational culture.

Additionally, it is important to consider research limitations, such as the use of a single institution sampling, which limits the generalizability of findings. Results may be specific to the context of that institution, as cultural and operational differences between institutions are not captured. Consequently, the external validity of the research may be compromised. Future research could address these limitations by incorporating a broader range of institutions to capture diverse cultural and operational contexts. This would enable a more comprehensive analysis of the relationship between employee welfare, organizational culture, and performance across different settings. Additionally, comparative studies across multiple institutions could provide insights into how varying welfare initiatives and cultural factors influence employee outcomes in distinct organizational environments. By expanding the sample size and ensuring a more diverse set of institutions, future research could enhance the generalizability and external validity of findings.

Another area for further research is to investigate the impact of individual differences in employees' perception and utilization of welfare benefits. Factors such as age, gender, educational background, and personal values may influence how employees respond to different types of welfare programs. For instance, younger employees may place more value on career development opportunities and work-life balance initiatives, while older employees may be more interested in health and retirement benefits. Understanding these individual differences can help institutions tailor their welfare offerings to better meet the diverse needs of their workforce.

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