

A Comparison of Managerial Training Programs and Welfare Programs on Employee Loyalty and Productivity in Indonesian Multinational Companies

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Article Info	ABSTRACT
Article history: Received Jun, 2026 Revised Jun, 2026 Accepted Jun, 2026 Keywords: Managerial Training Programs Employee Welfare Programs Employee Loyalty Employee Productivity Multinational Companies	Employee loyalty and productivity are critical factors influencing organizational performance and long-term competitiveness, particularly in multinational companies operating in dynamic business environments. Organizations increasingly invest in managerial training programs and employee welfare programs to enhance workforce effectiveness and commitment. However, limited research has comparatively examined the relative influence of these initiatives on employee loyalty and productivity within the context of Indonesian multinational companies. This study aims to analyze and compare the effects of managerial training programs and welfare programs on employee loyalty and productivity. A quantitative research approach was employed using data collected from 175 employees working in multinational companies across Indonesia. Data were gathered through structured questionnaires measured using a five-point Likert scale and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS 3). The findings indicate that both managerial training programs and welfare programs have positive and significant effects on employee loyalty and productivity. Managerial training programs significantly influence employee loyalty and employee productivity, while welfare programs significantly affect employee loyalty and employee productivity. The results further reveal that welfare programs exert a stronger impact on employee loyalty, whereas managerial training programs demonstrate a greater influence on employee productivity. These findings suggest that multinational companies should adopt a balanced human resource strategy that combines employee development initiatives with comprehensive welfare support to maximize organizational performance, employee commitment, and workforce effectiveness. This study contributes to the human resource management literature by providing comparative evidence regarding the effectiveness of training and welfare interventions in multinational corporate settings. <i>This is an open access article under the CC BY-SA license.</i>



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1. INTRODUCTION

Human resources are widely recognized as one of the most valuable assets in modern organizations. In an era characterized by globalization, digital transformation, and increasing market competition, organizations are required to continuously improve their operational effectiveness and workforce performance to sustain long-term competitiveness [1], [2]. Multinational companies, in particular, face substantial challenges in managing diverse employees across different cultural, social, and professional backgrounds [3], [4]. Consequently, human resource management practices have become increasingly strategic in ensuring that employees remain productive, committed, and aligned with organizational objectives. Among the various indicators of workforce effectiveness, employee loyalty and employee productivity are considered essential determinants of organizational success because they directly influence performance, innovation, customer satisfaction, and business sustainability [5], [6].

Employee loyalty refers to the extent to which employees demonstrate commitment, dedication, and willingness to remain within an organization while contributing positively to its goals. Loyal employees are generally more engaged, less likely to leave the organization, and more willing to exert discretionary effort beyond their formal job requirements [7]–[9]. High levels of employee loyalty can reduce recruitment and training costs associated with turnover while fostering organizational stability and knowledge retention. At the same time, employee productivity represents the ability of employees to efficiently and effectively perform tasks that contribute to organizational performance [10], [11]. Productive employees maximize available resources, achieve performance targets, and support organizational competitiveness in dynamic business environments [11], [12]. Therefore, organizations continuously seek effective strategies that can simultaneously enhance employee loyalty and productivity.

One of the most widely adopted approaches to improving workforce performance is the implementation of managerial training programs. Training programs are designed to develop employees' knowledge, skills, competencies, and managerial capabilities required to perform current and future job responsibilities [13]–[15]. Through structured learning opportunities, employees can improve decision-making abilities, communication skills, leadership competencies, problem-solving capabilities, and adaptability to organizational changes [14], [16]. According to Human Capital Theory, investments in employee training increase the value of organizational human resources by enhancing knowledge and skills that contribute to higher productivity and organizational performance [17], [18]. Furthermore, employees who perceive opportunities for professional development often experience greater job satisfaction and organizational commitment, which may strengthen loyalty toward their employers. Thus, managerial training programs become an important mechanism for developing human capital and supporting organizational sustainability.

In addition to professional development initiatives, employee welfare programs have emerged as another critical element of contemporary human resource management. Welfare programs encompass various organizational benefits designed to improve employees' physical, psychological, social, and financial well-being [19], [20]. These programs may include health insurance, retirement benefits, transportation assistance, housing allowances, flexible working arrangements, mental health support, family assistance programs, and work-life balance initiatives. As employee expectations evolve beyond financial compensation alone, welfare programs have become increasingly important in creating positive employee experiences and fostering organizational commitment [21], [22]. From the perspective of Social Exchange Theory, welfare benefits represent organizational support that employees may reciprocate

through positive attitudes and behaviors, including increased loyalty and enhanced work performance [15], [23].

The relevance of managerial training and welfare programs is particularly evident within multinational companies operating in Indonesia. As one of the largest economies in Southeast Asia, Indonesia has become an attractive destination for multinational corporations across manufacturing, technology, finance, consumer goods, and service industries [24], [25]. These organizations employ a diverse workforce characterized by varying levels of education, cultural backgrounds, professional experiences, and career expectations. Managing such diversity requires comprehensive human resource strategies capable of addressing both employees' professional development needs and their well-being concerns. Despite the widespread implementation of these programs, previous studies have generally examined training programs and welfare programs separately, while limited research has directly compared their influence on employee loyalty and productivity simultaneously.

Therefore, the novelty of this research lies in its comparative analysis of managerial training programs and welfare programs within the context of Indonesian multinational companies. Unlike previous studies that focus on a single human resource intervention, this research investigates their simultaneous effects on both employee loyalty and employee productivity, enabling a clearer understanding of their relative importance. The primary objective of this study is to analyze and compare the effects of managerial training programs and welfare programs on employee loyalty and productivity among employees working in multinational companies in Indonesia. The findings are expected to contribute to the development of human resource management theory while providing practical recommendations for multinational companies seeking to optimize workforce performance, commitment, and long-term organizational success.

2. LITERATURE REVIEW

2.1 *Human Resource Management in Multinational Companies*

Human Resource Management (HRM) plays a fundamental role in determining organizational effectiveness and competitiveness, particularly in multinational companies that operate across different countries, cultures, regulatory environments, and labor markets [26], [27]. The complexity of managing a diverse workforce requires strategic HRM practices capable of aligning employee behavior with organizational objectives while maintaining high levels of commitment and performance. Modern HRM emphasizes the development and retention of human capital as a source of sustainable competitive advantage [28], [29]. According to the Resource-Based View (RBV), organizational resources that are valuable, rare, difficult to imitate, and non-substitutable contribute significantly to long-term success. Human resources satisfy these criteria because employees possess unique knowledge, skills, and experiences that competitors cannot easily replicate. Consequently, organizations invest heavily in employee development programs and welfare initiatives to strengthen workforce capabilities and maintain organizational competitiveness [27], [30]. In multinational corporations, HRM strategies frequently focus on enhancing employee competence, motivation, engagement, and well-being, with managerial training programs and employee welfare programs emerging as

two of the most widely implemented approaches to improving employee loyalty and productivity [31].

2.2 *Managerial Training Programs*

Managerial training programs are structured organizational initiatives aimed at enhancing employees' managerial knowledge, leadership abilities, technical competencies, communication skills, and decision-making capabilities [32]. According to Human Capital Theory, investments in employee training increase workforce productivity by improving knowledge, skills, and adaptability. These programs commonly include leadership development, coaching, mentoring, strategic management training, and problem-solving exercises. Previous studies have shown that training positively affects employee competence, job performance, work quality, and organizational commitment, while also strengthening employees' perceptions of organizational support and career development opportunities [13]–[15].

Training programs are also expected to influence employee loyalty and productivity. From the perspective of Social Exchange Theory, employees who receive professional development opportunities often reciprocate organizational support through greater commitment and loyalty. Moreover, training enhances employees' ability to perform tasks efficiently, solve workplace problems, manage resources effectively, and adapt to organizational changes, thereby

increasing productivity [18], [33]. Empirical evidence consistently demonstrates that organizations investing in continuous employee development benefit from lower turnover rates, stronger employee engagement, and higher workforce performance [34], [35]. Therefore, managerial training programs are expected to positively and significantly affect both employee loyalty and employee productivity.

H1: Managerial training programs have a positive and significant effect on employee loyalty.

H2: Managerial training programs have a positive and significant effect on employee productivity.

2.3 *Employee Welfare Programs*

Employee welfare programs are organizational initiatives aimed at improving employees' physical, psychological, social, and financial well-being. These programs extend beyond direct compensation and may include health insurance, retirement benefits, wellness programs, flexible working arrangements, family support, transportation allowances, and work-life balance initiatives [36], [37]. As employee expectations continue to evolve, welfare programs have become increasingly important in creating a supportive work environment and enhancing employees' overall quality of life [38], [39]. According to Social Exchange Theory, employees who perceive organizational support through welfare benefits are more likely to reciprocate with positive attitudes, commitment, and engagement.

Employee welfare programs are expected to positively influence both employee loyalty and productivity. Welfare benefits reduce stress, improve job satisfaction, and strengthen employees' emotional attachment to the organization, leading to higher loyalty and lower turnover intentions [39], [40]. Furthermore, improved physical and psychological well-being enables employees to perform their responsibilities more effectively, resulting in greater motivation, attendance, and productivity. Previous studies consistently report that organizations prioritizing employee welfare benefit from stronger organizational commitment, higher retention rates, and improved workforce performance [41], [42]. Therefore, employee welfare programs are expected to have a positive and significant effect on employee loyalty and employee productivity.

H3: Employee welfare programs have a positive and significant effect on employee loyalty.

H4: Employee welfare programs have a positive and significant effect on employee productivity.

2.4 Employee Loyalty

Employee loyalty refers to employees' willingness to remain committed to an organization and contribute to its success over an extended period. Loyal employees demonstrate strong emotional attachment, organizational identification, and commitment to organizational objectives, making loyalty a critical organizational outcome that influences employee retention,

knowledge preservation, teamwork, and organizational culture [7], [8]. Employees with high loyalty are more likely to engage in extra-role behaviors, support organizational initiatives, and maintain positive relationships with colleagues and customers. Employee loyalty is influenced by various factors, including organizational support, career development opportunities, leadership quality, compensation, work environment, and employee welfare [12], [43]. Therefore, managerial training programs and welfare initiatives are expected to strengthen employee loyalty by fulfilling employees' professional and personal needs.

2.5 Employee Productivity

Employee productivity refers to the efficiency and effectiveness with which employees utilize their knowledge, skills, time, and resources to achieve organizational goals. As a key indicator of organizational performance, productivity directly influences profitability, competitiveness, and operational success [44], [45]. Productive employees are characterized by high-quality work, timely task completion, efficient resource utilization, and continuous performance improvement. Employee productivity is influenced by various factors, including competence, motivation, job satisfaction, organizational support, workplace environment, and overall well-being [46], [47]. Managerial training programs contribute to productivity by enhancing employees' knowledge, skills, and professional capabilities,

while welfare programs improve productivity through better physical and psychological well-being [48], [49]. Therefore, both managerial training programs and welfare programs are expected to positively influence employee productivity.

2.6 Conceptual Framework

This study examines the comparative effects of managerial training programs and employee welfare programs on employee loyalty and employee productivity in multinational companies operating in Indonesia. In this framework, managerial training programs and employee welfare programs serve as independent variables, while employee loyalty and employee productivity function as

dependent variables. The conceptual model proposes that managerial training programs positively influence employee loyalty and employee productivity, while employee welfare programs positively affect employee loyalty and employee productivity. This framework is grounded in Human Capital Theory, which emphasizes the importance of training and development in enhancing employee competencies and productivity, and Social Exchange Theory, which explains how organizational support through welfare initiatives encourages employees to reciprocate with greater loyalty, commitment, and performance.

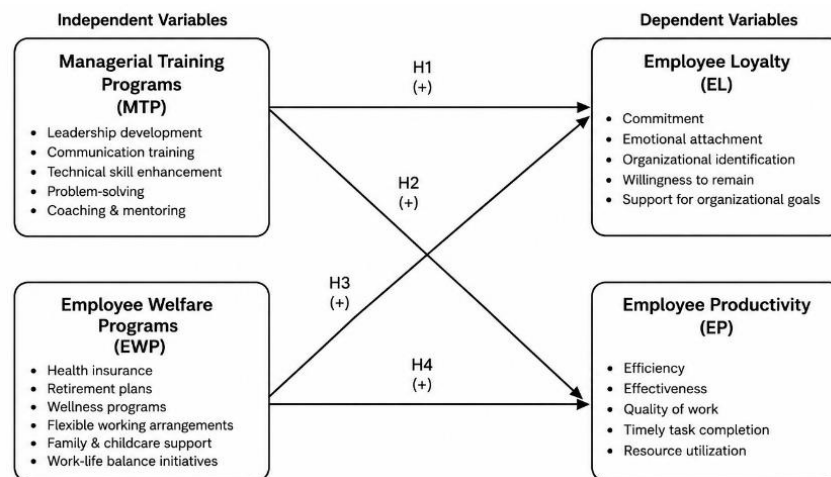


Figure 1. Conceptual Framework

3. METHODS

3.1 Research Design

This study employs a quantitative research approach to examine and compare the effects of managerial training programs and employee welfare programs on employee loyalty and productivity in multinational companies operating in Indonesia. A quantitative approach was selected because it enables systematic measurement of relationships among variables and facilitates

statistical testing of the proposed hypotheses. The study adopts an explanatory research design to investigate causal relationships between managerial training programs and employee welfare programs as independent variables and employee loyalty and employee productivity as dependent variables. Specifically, the research aims to determine the extent to which these human resource management initiatives influence employee loyalty and productivity and to identify

which factor exerts a stronger effect on these organizational outcomes.

3.2 Population and Sample

The target population of this study comprises employees working in multinational companies operating across various sectors in Indonesia, including manufacturing, finance, technology, consumer goods, telecommunications, logistics, and professional services. Employees from multinational corporations were selected because these organizations commonly implement structured managerial training initiatives and comprehensive welfare programs as part of their human resource management strategies, making them suitable for examining the relationships among the variables investigated in this study.

Due to the large and geographically dispersed population, purposive sampling was employed to obtain representative respondents. The selection criteria required respondents to (1) be employed by a multinational company operating in Indonesia, (2) have worked in the organization for at least one year, (3) have participated in at least one organizational training program, and (4) have access to welfare programs provided by the company. Based on these criteria, a total of 175 employees were selected as respondents. This sample size is considered sufficient for Structural Equation Modeling–Partial Least Squares (SEM-PLS) analysis and exceeds the minimum sample requirements recommended for complex structural models.

3.3 Data Collection Procedure

Primary data were collected through a structured questionnaire distributed electronically to employees of multinational companies across Indonesia. Online distribution was chosen to facilitate wider geographic coverage and improve response efficiency. Before the main survey was conducted, the questionnaire was reviewed by academic experts and human resource practitioners to ensure content validity and clarity, followed by a pilot test involving a

small group of respondents to identify potential ambiguities and improve measurement accuracy. All respondents were informed about the purpose of the study and assured that participation was voluntary and anonymous. Confidentiality was maintained throughout the research process, and no personally identifiable information was collected.

3.4 Measurement of Variables

The study utilized a structured questionnaire consisting of measurement items assessed using a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree. The measurement items were adapted from established human resource management studies and modified to fit the context of multinational companies operating in Indonesia. Managerial Training Programs (MTP) were measured through indicators related to the relevance of training programs to job responsibilities, quality of training content, improvement of managerial competencies, enhancement of leadership capabilities, opportunities for professional development, and effectiveness of training delivery methods. Employee Welfare Programs (EWP) were measured using indicators reflecting the adequacy of health and medical benefits, availability of work-life balance support, financial assistance and employee benefits, mental health and wellness support, satisfaction with welfare initiatives, and perceived organizational concern for employee well-being.

Employee Loyalty (EL) was measured through indicators including intention to remain employed within the organization, pride in being part of the company, commitment to organizational goals, willingness to recommend the organization to others, emotional attachment to the company, and desire to contribute to organizational success. Meanwhile, Employee Productivity (EP) was assessed using indicators related to the ability to complete tasks efficiently, achievement of performance targets, quality of work output, effectiveness of time management, adaptability to workplace challenges, and overall contribution to

organizational performance. These indicators were selected to comprehensively capture employees' perceptions of the study variables and support the assessment of the proposed research model.

3.5 Data Analysis Technique

The collected data were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS 3 software. SEM-PLS was selected because it is suitable for predictive research models, accommodates relatively small to medium sample sizes, and does not require strict assumptions regarding data normality. The analysis was conducted in three stages: measurement model evaluation (outer model), structural model evaluation (inner model), and hypothesis testing. The measurement model was assessed through validity and reliability testing, including convergent validity using factor loadings (≥ 0.70) and Average Variance Extracted ($AVE \geq 0.50$), discriminant validity using the Fornell-Larcker Criterion, Cross Loading Analysis, and Heterotrait-Monotrait Ratio (HTMT), as well as reliability testing using Cronbach's Alpha and Composite Reliability values

exceeding 0.70. Subsequently, the structural model was evaluated through the coefficient of determination (R^2) to assess explanatory power, predictive relevance (Q^2) using the blindfolding procedure, and effect size (f^2) to determine the contribution of exogenous variables to endogenous constructs. Finally, hypothesis testing was performed using the bootstrapping procedure with 5,000 resamples. The significance of the relationships was evaluated based on path coefficients (β), t-statistics, and p-values, where hypotheses were accepted when the t-statistic exceeded 1.96 and the p-value was below 0.05, indicating statistical significance at the 5% level.

4. RESULTS AND DISCUSSION

4.1 Respondent Profile

A total of 175 valid questionnaires were collected from employees working in multinational companies operating in Indonesia. The respondents represented various industries, including manufacturing, finance, technology, telecommunications, consumer goods, logistics, and professional services.

Table 1. Demographic Characteristics of Respondents (N = 175)

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	96	54.9
	Female	79	45.1
Age	21–30 years	58	33.1
	31–40 years	71	40.6
	41–50 years	33	18.9
	>50 years	13	7.4
Education	Diploma	21	12.0
	Bachelor	103	58.9
	Master	46	26.3
	Doctorate	5	2.8
Work Experience	1–3 years	37	21.1
	4–7 years	69	39.4
	8–10 years	42	24.0
	>10 years	27	15.5

Table 1 presents the demographic characteristics of the 175 respondents included in this study. The results show that male respondents constituted the majority, accounting for 54.9% (96 respondents), while

female respondents represented 45.1% (79 respondents), indicating a relatively balanced gender distribution. In terms of age, the largest group was employees aged 31–40 years, comprising 40.6% of the sample,

followed by those aged 21–30 years (33.1%), 41–50 years (18.9%), and above 50 years (7.4%). Regarding educational attainment, most respondents held a bachelor's degree (58.9%), followed by a master's degree (26.3%), diploma qualification (12.0%), and doctorate degree (2.8%), suggesting that the majority of participants possessed a relatively high educational background. Concerning work experience, respondents with 4–7 years of experience formed the largest group (39.4%), followed by those with 8–10 years (24.0%), 1–3 years (21.1%), and more than 10 years of experience (15.5%). Overall, the demographic profile indicates that the respondents were predominantly mid-career

professionals with sufficient educational qualifications and organizational experience, making them appropriate participants for evaluating managerial training programs, welfare programs, employee loyalty, and employee productivity within multinational companies.

4.2 Measurement Assessment

Model

4.2.1 Convergent Validity

Convergent validity was evaluated through factor loadings and Average Variance Extracted (AVE). All indicators exceeded the recommended threshold of 0.70.

Table 2. Factor Loadings

Construct	Indicator	Loading
Managerial Training Program	MTP1	0.843
	MTP2	0.857
	MTP3	0.821
	MTP4	0.875
	MTP5	0.838
Welfare Program	EWP1	0.879
	EWP2	0.846
	EWP3	0.832
	EWP4	0.871
	EWP5	0.857
Employee Loyalty	EL1	0.841
	EL2	0.886
	EL3	0.873
	EL4	0.818
	EL5	0.853
Employee Productivity	EP1	0.852
	EP2	0.884
	EP3	0.867
	EP4	0.829
	EP5	0.846

Table 2 presents the factor loading values for all indicators used to measure the study constructs. The results show that all indicators achieved loading values above the recommended threshold of 0.70, ranging from 0.818 to 0.886, indicating strong convergent validity and satisfactory indicator reliability. For the Managerial Training Program construct, factor loadings ranged from 0.821 to 0.875, suggesting that all indicators effectively represent employees' perceptions of training quality, relevance, and

developmental benefits. The Welfare Program construct demonstrated loadings between 0.832 and 0.879, indicating that the selected indicators adequately capture employees' evaluations of organizational welfare support. Similarly, the Employee Loyalty construct exhibited strong loadings ranging from 0.818 to 0.886, confirming that the indicators consistently reflect employees' commitment and attachment to the organization. The Employee Productivity construct also showed robust loading values

between 0.829 and 0.884, demonstrating that the indicators reliably measure employees'

effectiveness and efficiency in performing work-related tasks.

Table 3. Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	AVE
Managerial Training Program	0.891	0.920	0.697
Welfare Program	0.902	0.927	0.717
Employee Loyalty	0.895	0.923	0.705
Employee Productivity	0.901	0.926	0.715

Table 3 presents the results of reliability and convergent validity testing for all constructs included in the study. The findings indicate that all constructs achieved Cronbach's Alpha values ranging from 0.891 to 0.902 and Composite Reliability values ranging from 0.920 to 0.927, exceeding the recommended threshold of 0.70. These results confirm a high level of internal consistency and reliability among the measurement items used to represent each construct. Furthermore, the Average Variance Extracted

(AVE) values ranged from 0.697 to 0.717, surpassing the minimum requirement of 0.50 and demonstrating satisfactory convergent validity. Among the constructs, the Welfare Program exhibited the highest Composite Reliability value (0.927), while Employee Productivity showed a relatively high AVE value (0.715), indicating strong explanatory power of its indicators.

4.2.2 Discriminant Validity

Table 4. Fornell-Larcker Criterion

Construct	MTP	EWP	EL	EP
MTP	0.835			
EWP	0.621	0.847		
EL	0.683	0.758	0.840	
EP	0.771	0.697	0.742	0.846

Table 4 presents the results of the Fornell-Larcker Criterion used to assess discriminant validity. The findings show that the square root of the AVE for each construct (MTP = 0.835, EWP = 0.847, EL = 0.840, and EP = 0.846) is greater than its correlations with other constructs. This indicates that each construct is empirically distinct and measures a unique concept within the model. Therefore, the discriminant validity requirement is satisfied, confirming that the constructs are adequately differentiated from one another and suitable for further structural model analysis.

4.3 Structural Model Assessment

4.3.1 Coefficient of Determination (R^2)

The coefficient of determination (R^2) results indicate that the proposed model has substantial explanatory power. As shown in

Table 5, Managerial Training Programs and Welfare Programs jointly explain 68.7% of the variance in Employee Loyalty ($R^2 = 0.687$), while 72.4% of the variance in Employee Productivity ($R^2 = 0.724$) is explained by the same independent variables. According to commonly accepted SEM-PLS criteria, both values can be classified as substantial, suggesting that the model effectively captures the key factors influencing employee loyalty and productivity. These findings demonstrate that managerial training and welfare initiatives play significant roles in shaping employee attitudes and performance outcomes within multinational companies operating in Indonesia.

4.3.2 Predictive Relevance (Q^2)

The predictive relevance (Q^2) results presented in Table 6 demonstrate that the structural model possesses strong predictive

capability. Employee Loyalty achieved a Q^2 value of 0.479, while Employee Productivity recorded a Q^2 value of 0.516. Since both values are substantially greater than zero, the model satisfies the predictive relevance criterion, indicating that the exogenous variables—Managerial Training Programs and Welfare Programs—have meaningful predictive power for the endogenous constructs. These findings suggest that the proposed model is

capable of accurately predicting variations in employee loyalty and productivity, thereby supporting the robustness and practical applicability of the research framework.

4.4 Hypothesis Testing

The structural relationships were assessed using bootstrapping with 5,000 resamples.

Table 5. Path Coefficients and Hypothesis Testing

Hypothesis	Relationship	β	T-value	P-value	Result
H1	MTP $\rightarrow$ EL	0.318	4.281	0.000	Supported
H2	MTP $\rightarrow$ EP	0.561	8.742	0.000	Supported
H3	EWP $\rightarrow$ EL	0.517	6.895	0.000	Supported
H4	EWP $\rightarrow$ EP	0.283	3.967	0.000	Supported

Table 5 presents the results of hypothesis testing using the bootstrapping procedure in SEM-PLS. The findings indicate that all proposed hypotheses are supported, as each relationship demonstrates a positive path coefficient, t-statistic greater than 1.96, and p-value below 0.05. Specifically, Managerial Training Programs have a positive and significant effect on Employee Loyalty ($\beta = 0.318$, $t = 4.281$, $p = 0.000$) and Employee Productivity ($\beta = 0.561$, $t = 8.742$, $p = 0.000$). Similarly, Welfare Programs positively and significantly influence Employee Loyalty ($\beta = 0.517$, $t = 6.895$, $p = 0.000$) and Employee Productivity ($\beta = 0.283$, $t = 3.967$, $p = 0.000$). Among the relationships examined, the strongest effect was observed between Managerial Training Programs and Employee Productivity ($\beta = 0.561$), while Welfare Programs exhibited the strongest influence on Employee Loyalty ($\beta = 0.517$). These results suggest that both training and welfare initiatives play important roles in enhancing employee outcomes, although their relative impacts differ across loyalty and productivity dimensions.

Discussion

The findings indicate that managerial training programs positively influence employee loyalty. This result supports Human Capital Theory, which emphasizes that investments in employee development

strengthen employees' attachment to the organization. When employees are provided with opportunities to enhance their managerial knowledge, leadership skills, and professional competencies, they are more likely to perceive that the organization values their growth and career advancement [44], [45]. Such perceptions foster trust, commitment, and a stronger sense of belonging, which ultimately contribute to higher levels of loyalty. This finding is consistent with previous studies suggesting that training opportunities encourage employee engagement and long-term commitment to the organization.

The results also demonstrate that managerial training programs positively affect employee productivity. Training enables employees to develop essential competencies, improve decision-making abilities, enhance communication skills, and strengthen problem-solving capabilities. These improvements allow employees to perform their tasks more efficiently and effectively while adapting more successfully to organizational changes and workplace challenges. The finding reinforces the view that continuous learning and development are essential components of organizational success, particularly in multinational companies that operate in highly competitive and dynamic business environments [14], [50].

Furthermore, employee welfare programs were found to positively influence employee loyalty. This finding aligns with Social Exchange Theory, which argues that employees tend to reciprocate organizational support with positive attitudes and behaviors. Welfare programs provide employees with a sense of security and demonstrate that the organization genuinely cares about their well-being [21], [22]. Benefits such as health support, flexible working arrangements, and work-life balance initiatives contribute to greater employee satisfaction and emotional attachment to the organization. As a result, employees become more willing to remain with the organization and contribute to its long-term success.

The findings also show that employee welfare programs positively contribute to employee productivity. Employees who experience better physical, psychological, and financial well-being are generally more motivated, focused, and capable of performing their responsibilities effectively. Welfare initiatives help reduce workplace stress, improve job satisfaction, and create a supportive working environment that encourages higher levels of performance. Therefore, organizations that prioritize employee well-being can create conditions that enable employees to achieve better work outcomes and maintain consistent performance [51], [52].

Overall, the study highlights the complementary roles of managerial training programs and employee welfare programs in enhancing employee outcomes. While training programs primarily support the development of employee competencies and work performance, welfare programs strengthen employees' commitment and satisfaction by addressing their well-being needs. Consequently, multinational companies should integrate both approaches into their human resource management strategies. By simultaneously investing in employee development and employee welfare, organizations can foster a workforce that is both highly productive and strongly committed to achieving organizational goals.

5. CONCLUSION

This study examined the comparative effects of managerial training programs and employee welfare programs on employee loyalty and productivity among employees working in multinational companies in Indonesia. The findings indicate that both managerial training programs and welfare programs play important roles in enhancing employee outcomes. Managerial training programs contribute to improved employee loyalty and productivity by developing employees' competencies, leadership capabilities, and professional skills, thereby strengthening both organizational commitment and workplace performance. Meanwhile, employee welfare programs positively influence employee loyalty and productivity by addressing employees' physical, psychological, social, and financial well-being, fostering a stronger sense of organizational support and long-term commitment. The comparative analysis suggests that managerial training programs are more effective in enhancing employee productivity, whereas welfare programs are more influential in strengthening employee loyalty. These findings imply that multinational companies should not rely solely on either developmental or welfare-oriented initiatives but should integrate both approaches into a comprehensive human resource management strategy. The study also reinforces the relevance of Human Capital Theory and Social Exchange Theory in explaining employee behavior and organizational outcomes, while providing practical insights for managers seeking to optimize workforce performance and commitment. Future studies are encouraged to incorporate additional variables such as employee engagement, job satisfaction, organizational culture, leadership style, and work-life balance, as well as explore different industrial and geographical contexts to broaden the generalizability of the findings.

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