

EMPLOYEE WELFARE AND THE CONTINUITY OF THE SHRIMP FARMING BUSINESS: A CASE STUDY OF THE SHRIMP FARM CV KARUNIA DEWATA KARANGASEM BALI

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Abstract: This study aims to explore the relationship between permanent employee welfare and business continuity in the shrimp farming industry, using a case study of CV Karunia Dewata in Karangasem, Bali. A qualitative case study approach was employed, utilizing in-depth interviews and participatory observations as the primary data collection methods. The results indicate that employee welfare—including physical, mental, social, and economic aspects—significantly affects work productivity, loyalty, and discipline. The lack of attention to employee welfare was identified as a key factor contributing to non-compliance with SOPs, which negatively impacted biosecurity and production output. These findings underscore the strategic role of employee welfare in maintaining workforce stability and operational continuity. The study also offers practical recommendations to enhance welfare policies and adaptive supervision systems to ensure long-term sustainability of shrimp farming businesses.

Keywords: *Employee welfare, business continuity, shrimp farm, work loyalty, qualitative case study*

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1. Introduction

The vannamei shrimp farming industry is a vital component of the global economy, especially for producing countries in Southeast Asia and Latin America. Its growth is driven by high international demand for this high-protein commodity. However, in fierce global competition with countries such as Ecuador, India, and Vietnam, Indonesia's competitiveness depends not only on technical aspects but also on the stability and productivity of its human resources (Phornphrapha, 2020; David et al., 2019).

CV Karunia Dewata, a shrimp farm company in Bali, experienced a significant decline in production from 141 tons (2021) to 74 tons (2023). An internal evaluation revealed that this decline was caused by employee non-compliance with Standard Operating Procedures (SOPs), which weakened the biosecurity system and increased the risk of disease. These findings are consistent with research showing that non-compliance with SOPs has a direct impact on the decline in crop quality and production efficiency (Khoerudin, 2021; Akmal et al., 2020).

Non-compliance with SOPs often stems from a fundamental problem, namely employee welfare. The literature reinforces the strong correlation between employee welfare and productivity, loyalty, and corporate sustainability. Welfare, which encompasses physical, psychological, and social aspects, has been shown to increase motivation and dedication and

reduce turnover rates (Nagibina et al., 2020; Permatasari et al., 2024). Conversely, low well-being can decrease discipline, loyalty, and ultimately organizational performance (Casalicchio, 2022). Initial interviews with industry players confirm that a lack of attention to well-being leads to decreased staff discipline and vacancies in strategic positions, which ultimately hinders productivity.

Although technical and financial aspects have been extensively researched, the role of employee welfare as a pillar of shrimp farming business sustainability has not received much in-depth academic attention. Therefore, this study aims to fill this gap by exploring the welfare conditions of employees at CV Karunia Dewata and their relationship with business continuity, as well as formulating strategies for improvement. Through a qualitative approach, this study is expected to provide a comprehensive understanding of how employee welfare can support productivity, loyalty, and discipline in shrimp farming businesses.

2. Research Method

This research uses a qualitative approach with a case study method to in-depth explore the role of employee well-being on business sustainability. This approach was chosen because it can uncover complex phenomena in their natural context and capture the nuances of human experience that cannot be measured quantitatively (Fadli, 2021). The case study of CV Karunia Dewata in Karangasem, Bali, allows for an in-depth analysis of various interacting variables in a real-life context (Niwa, 2022). Participants were selected purposively and categorized into two groups:

1. Key Informants: Consisting of (a) senior employees, (b) new employees, and (c) company owners. This group provides a firsthand perspective on the practices, challenges, and impacts of well-being policies from within the operations.
2. Validation Informants: Involving (a) experts in the field of fisheries production and (b) officials from the Maritime Affairs and Fisheries Agency. Their presence aims to validate field findings and provide theoretical and policy perspectives.

Data collection was conducted using two main techniques:

1. In-Depth Interviews: Conducted in a semi-structured manner to explore informants' experiences, perceptions, and perspectives in depth and context.
2. Participatory Observation: Researchers were directly involved in pond operations to observe working conditions, social interactions, and daily obstacles, thus obtaining authentic data.

Data were analyzed interactively and continuously, referring to a systematic qualitative analysis model (Rijali, 2019) through four stages:

1. Data Collection: Raw data were collected from interviews and observations.
2. Data Reduction: Data were grouped and focused on core themes relevant to the research objectives.
3. Data Presentation: Organized data were presented in narrative form, tables, or charts to identify patterns and relationships.
4. Conclusion Drawing: Verification and drawing final conclusions were conducted to ensure findings were supported by valid data (Morris et al., 2022).

Data validity was maintained through source triangulation, which involves comparing and checking the consistency of data obtained from various informants (both primary and validation sources) and through different data collection methods (interviews and observations) (Meydan & Akkaş, 2024). Data analysis, assisted by NVivo software, involved three coding

stages:

1. Open Coding: Creating initial codes for each unit of meaning in the interview transcripts.
2. Axial Coding: Grouping similar open codes into broader themes or categories.
3. Selective Coding: Selecting and integrating core categories that serve as the focus for answering the research problem.

3. Results and Discussion

Employee Welfare

The results of the study indicate that employee well-being at CV Karunia Dewata is divided into physical, mental, social, and economic dimensions. From the physical side, basic facilities such as dormitories, consumption, and daily needs are met, although there are still complaints regarding the lack of work safety equipment such as boots. Mentally, employees feel the work atmosphere is flexible, not oppressive, and provides a space for psychological comfort. Social well-being is reflected in friendly, non-discriminatory relationships, and a strong sense of togetherness. Meanwhile, economic well-being is seen from relatively adequate salaries, harvest bonuses, and additional facilities that are considered sufficient to support employee life.

However, this welfare remains informal and based on family relationships. The lack of written standards such as standard operating procedures (SOPs) makes some workers feel their workload is uneven, particularly during harvest time. This finding indicates the need for employee welfare to be supported not only by material factors but also by a more formal management structure. Consistent with research by Nagibina et al. (2020), professionally managed welfare has been shown to reduce turnover and increase productivity. This is also consistent with Permatasari et al. (2024), who emphasized that a management focus on welfare increases loyalty and work motivation.

Employee Work Motivation

Work motivation at CV Karunia Dewata stems from a combination of job satisfaction, a family atmosphere, and rewards in the form of harvest incentives. Employees feel empowered and trusted to manage their responsibilities, fostering a sense of ownership in their work. The egalitarian relationship between owner and employee fosters an emotional bond that serves as a primary source of motivation.

However, this personal relationship-based motivation has limitations as businesses grow larger. Expert validation demonstrates the need for a structured reward system and performance evaluation to maintain consistent motivation. This aligns with Mahdia's (2024) findings that well-being and work motivation are closely linked to improved performance. Research by Hejase et al. (2024) also confirms that psychological support and work-life balance can increase motivation and reduce work stress.

Team Cohesion

Team cohesion was a dominant aspect identified in interviews. Employees demonstrated strong solidarity through mutual cooperation, substituting for each other when sick, and even working together during the harvest. The established family culture provides a sense of comfort and strengthens a sense of belonging. However, this cohesion is still developing organically without a formal system to support its sustainability.

Experts believe that social cohesion without SOPs can be fragile when employee turnover or business expansion occurs. Therefore, a clear training system and division of labor are

necessary to maintain this cohesiveness sustainably. This is consistent with Casalicchio (2022), who emphasized the importance of structured teamwork to increase organizational effectiveness and strengthen long-term loyalty.

Obstacles in Work

The main obstacles encountered in the field are heavy workloads during harvest, a lack of additional personnel, and the absence of written standard operating procedures (SOPs). Employees acknowledge that much of the work is carried out based on habit or verbal instructions, which sometimes leads to disorganization and physical exhaustion. The lack of a rotation system or formal division of labor increases the potential for inequity in the distribution of the workload.

This aligns with validation from the Fisheries Service, which stated that the lack of SOPs and formal training is at the root of inconsistencies in fieldwork. These findings support Weber's (1922) view of the importance of formal structures and written rules to create order, efficiency, and minimize deviations in work. Therefore, strengthening formal work systems is essential to prevent obstacles from becoming a factor that reduces long-term productivity.

Management and Policy

From a management perspective, CV Karunia Dewata's leadership approach tends to be informal and family-based. The business owner is considered open, responsive to suggestions, and provides rewards in the form of harvest bonuses. Financial transparency and fluid communication strengthen employee trust in management. However, a major weakness lies in the lack of a formal training system, evaluation systems, and written standard operating procedures (SOPs), which are the foundations of modern management.

While family-based patterns foster loyalty and a sense of comfort, relationship-based management is insufficient to sustain a business in the event of expansion or personnel turnover. Therefore, a more systematic policy is needed to integrate employee well-being with productivity targets. This aligns with the findings of Hejase et al. (2024), who emphasized the importance of well-being-based management in improving performance, and Warr (1987), who emphasized work well-being as a multidimensional factor supporting organizational success.

Qualitative research results indicate that well-being, motivation, team cohesion, work constraints, and management at CV Karunia Dewata are closely interconnected and form a unique work ecosystem. Employee well-being is adequately met through basic needs, harvest bonuses, and a comfortable work environment. This positively impacts work motivation, which stems from a combination of financial rewards, a family atmosphere, and trust from management.

Furthermore, high motivation supports team cohesion, reflected in the practice of mutual cooperation, mutual assistance, and the emotional bonds among employees. However, this cohesion remains fragile because it is based solely on informal relationships, not formal systems. This is related to work constraints, particularly heavy workloads, a lack of additional personnel, and the absence of standard operating procedures (SOPs). These constraints indicate that work practices are still based on habit, which risks creating unfair task distribution and reducing productivity.

From a management perspective, a family-based approach does create loyalty and a sense of comfort, but it isn't enough to sustain business as the organization grows. A transformation toward more systematic management, including standard operating procedures (SOPs),

performance evaluations, and training, is needed. This way, the family-based relationship patterns that have become a strength can be maintained, but they need to be balanced with a formal management structure to maintain employee productivity, well-being, and motivation.

These findings reinforce the literature that employee well-being is a key foundation for increasing motivation (Mahdia, 2024; Hejase et al., 2024), while team cohesion supported by a formal work structure has been shown to increase organizational effectiveness (Casalicchio, 2022). Conversely, the absence of SOPs and training systems, as Weber (1922) argued, can hinder work consistency. Therefore, integrating a family-oriented approach with formal management is key to improving organizational performance while maintaining business sustainability.

Triangulation Results

To ensure the credibility and validity of the data, this study employed method triangulation by comparing the results of in-depth interviews and participant observations. Triangulation also involved various key informants—from employees (AG, AB, HW), owners (PL), academics (DM), to government representatives (DH)—to gain a comprehensive perspective.

The triangulation results show consistency (alignment) of data in almost all main aspects, as summarized in Table 1 below:

Main Theme	Interview Findings	Observation Findings	Triangulation Description
Physical Well-being	The dining and accommodation facilities are considered quite adequate.	Simple but decent and clean-living facilities	Consistent / In harmony
Mental Well-being	Flexible, non-pressurizing and enjoyable work environment	The working atmosphere is relaxed; interpersonal relations seem friendly.	Consistent / In harmony
Team Solidarity	Mutual assistance and mutual cooperation become work culture	Coordination and collaboration occur spontaneously in daily activities.	Consistent / In harmony
Work motivation	Motivated by work comfort and close social relationships	There is no formal incentive system, but work enthusiasm remains high.	Consistent / In harmony
Obstacles in Work	Heavy workload during harvest, uneven distribution of tasks, and limited tools	Certain employees appear more burdened, work equipment is limited	Consistent / In harmony
Management and Policy	There are no regular SOPs, informal training, the work system is based on habit.	No visible job training, SOPs are not strict, work schedule is loose	Majority aligned; technical irregularities observed

Triangulation successfully confirmed that CV Karunia Dewata's main strength lies in its family approach and strong social ties, which create work comfort, team cohesion, and employee loyalty. However, triangulation also highlighted a major weakness: the lack of a formal, standardized management system. The absence of written SOPs, structured technical training, and a clear division of tasks represents a gap that could potentially hinder productivity and long-term business sustainability. Thus, triangulation not only validates the findings of

each method but also emphasizes the urgency of building a more structured work system to support continuous improvement in employee productivity and well-being.

4. Conclusion

This study demonstrates the well-being of permanent employees at CV Karunia Dewata in Karangasem, Bali. It concludes that permanent employee well-being plays a crucial role in maintaining the operational continuity of CV Karunia Dewata's shrimp farm. Employees have a positive perception of overall workplace well-being, particularly regarding the fulfillment of basic needs such as food, housing, and a harmonious work environment. They feel valued, despite the limited formal system of employment rights. A non-oppressive and flexible work environment contributes to mental and social balance, while loyalty grows from close personal relationships between employees and the business owner.

The contribution of employee well-being dimensions positively impacts stable attendance and a conducive work environment. However, the fulfillment of basic needs is not fully accompanied by technical discipline, particularly in the implementation of standard operating procedures (SOPs) and biosecurity controls. This indicates that a perception of well-being does not automatically result in optimal levels of productivity and discipline in daily work. Both factors are crucial elements in maintaining the foundation of business continuity. Therefore, employee well-being can be viewed as a necessary, but not sufficient, condition for ensuring overall business continuity.

Selective coding revealed three main themes that significantly impact worker loyalty and performance: economic well-being, physical workload, and regularity of standard operating procedures (SOPs). These three themes represent the main nodes of the work well-being dimension, which directly impacts the stability of pond operations. Therefore, attention to these aspects is key to building business sustainability based on quality human resources.

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