

Motivation, Welfare, and Work Spirit as Drivers of Employee Performance

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ABSTRACT

Employee performance at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency shows an interesting phenomenon that deserves attention, where there are indications of significant variations between company expectations and the realization of individual and team achievements. Initial observations show that although the company has a clear organizational structure and targets, implementation in the field is sometimes not aligned, marked by fluctuations in target achievement, productivity levels, and compliance with standard operating procedures. This phenomenon is very relevant to further research because employee performance is the backbone of the success of regional companies in achieving business goals, providing optimal public services, and contributing to the economic development of Majalengka Regency. This study aims to determine the effect of motivation, work welfare and enthusiasm on employee performance.

The research method used is a survey method with a descriptive verification approach. The population in this study were 83 employees of PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency. With a saturated sampling technique, the entire population was sampled. The analysis technique used multiple linear regression analysis, coefficient of determination analysis, which first conducted a classical assumption test, then conducted a hypothesis test.

The results of the study indicate that motivation, welfare, and work enthusiasm partially have a positive and significant effect on employee performance at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency.

Keywords: Employee performance; motivation; work spirit; work welfare

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INTRODUCTION

Increasingly fierce business competition forces every business to continue competing and survive by choosing the right strategy. Companies that need the support of the right business strategy to face competition are not only large corporations, but even more so, medium- and small-scale companies, which have recently developed, need the support of a sound business strategy. Business competition applies not only to profit-oriented companies but also to non-profit companies. Each company seeks optimal work results. This shows that performance is one indicator that can be used to measure an organization's progress, as well as its competitive success.

Optimal performance not only impacts individual productivity but also collectively influences the performance of departments and the entire organization. In the context of Regionally-Owned Enterprises (BUMD), which focus on providing benefits for regional economic development, providing public benefits and contributing to Regional Original Income (PAD). The main activity of Regionally-Owned Enterprises (BUMD) is the provision of goods and services, where this is the activity of selling goods and services to consumers, the proceeds of which will be used to finance regional development. Therefore, in this case, there needs to be a management attitude in managing these resources to achieve optimal performance (Edison et.al, 2019).

In this regard, motivation is a prominent and dominant factor because it is the main driver for achieving optimal work results and improving organizational performance. Lack of recognition, career development opportunities, an unsupportive work environment, or an unbalanced workload are often the root of various performance problems. Furthermore, other factors such as occupational well-being issues, which include aspects such as inadequate compensation, an uncondusive work environment, lack of social security, or an imbalance between work and personal life, often accompany a decline in employee morale. When employees feel unappreciated, unsafe, or physically or mentally stressed, their enthusiasm, dedication, and motivation in their work will erode. The cumulative impact of this low well-being and work morale is suboptimal performance, manifested in decreased productivity, increased absenteeism and turnover rates, and work quality that does not meet expected standards.

Motivation is a condition that drives someone to strive to achieve a goal or achieve a desired result. Strong motivation can produce good results or performance as well as quality from the work they do (Ermita, 2021). Motivation aims to encourage employee passion and enthusiasm for work, improve employee morale and job satisfaction, increase employee productivity, maintain employee loyalty and stability in the company, improve discipline and reduce employee absenteeism, and so on (Gustiawati et al., 2022). Research conducted by Agustin Riyan Pratiwi and Febi Firgiyani (2021) with research results suggests that motivation has a positive and significant effect on performance. This concludes that motivation, as an internal or external driver that arouses a person's enthusiasm and passion for work, is a key factor that directs employee behavior towards achieving organizational goals. When employees are highly motivated, whether from within themselves such as the desire to achieve or from external sources such as incentives and a supportive work environment, they tend to show greater effort, are more diligent, and are more enthusiastic in completing their tasks and responsibilities.

In addition to motivational factors, work well-being is also a factor that can influence employee performance. Work well-being is the provision of income in the form of intangible or tangible materials provided by the company to its employees. The welfare provided aims to maintain employees physically and spiritually so they can maintain good performance and work attitudes while working. Work well-being has a positive relationship with performance, good well-being can increase job satisfaction, work enthusiasm, and work productivity. Work well-being can also be a major driver of employee engagement and organizational performance. This is in line with research conducted by Indra Bakti Nasution (2020), whose results suggest that work well-being has a positive and significant effect on employee performance..

Furthermore, work morale is also a factor that can influence employee performance. Work morale is one of the individual factors that influences performance, and remuneration is one of the organizational factors that influences employee performance (Pohan, 2022). High work morale improves performance because employees work more diligently, resulting in faster and better results. This is in line with research conducted by Ramli Jalal, Mulyadi, and Win Konadi (2023), which found that work morale has a positive and significant impact on employee performance.

The research that will be conducted by this author is based on the empirical and theoretical reality that employee performance is very important in determining the sustainability and growth of a company, especially in the Regionally Owned Enterprises (BUMD) sector. In today's global competition, BUMDs are required to be able to maximize Regional Original Income (PAD) to support regional development. One way to achieve this is through improving employee performance driven by motivation, work welfare and work enthusiasm.

This research has strategic value in providing input for company management, especially in Regionally-Owned Enterprises (BUMD), in order to develop human resource management strategies that are more focused on improving employee performance aspects. Contextually, this research was conducted at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency, which is one of the Regionally-Owned Enterprises (BUMD) in West Java, with a different population than previous studies that were mostly conducted in the industrial sector and service companies. Based on the methodological side, the approach used is descriptive-verification with multiple linear regression analysis techniques and saturated sampling methods, which in previous literature mostly use random sampling or purposive sampling. This provides a stronger quantitative approach in producing generalizations of research results.

This research was conducted on employees of PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency. PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency is one of the Regional Owned Enterprises (BUMD) of Majalengka Regency. This company was established in 2009 regarding the regional company Sindangkasih Multi Usaha. As time goes by and in order to increase business expansion. So in early 2022 PD Sindangkasih Multi Usaha experienced a change in legal entity status to a Regional Company (Perseroda). PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency is engaged in the fields of agribusiness, general trade and services, asphalt mixing plan, internet service provider, gas trading and pharmacy. This research is important to do considering that PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency has many business sectors that of course must be supported by high employee performance to be able to increase Regional Original Income more optimally. To determine employee performance, one indicator is punctuality or attendance during work days. The following work attendance data for the last three months is presented in table 1.1 below:

Table 1. Employee Performance Pre-Survey Results

Statement	Answer			
	Yes	%	No	%
The quality of my work has met the standards set by the company.	28	93,3	2	6,7
The amount of work I handle always meets the targets that have been set.	30	100	0	0
I really care about punctuality and perfection of work results.	21	70	9	30

Source: Pre-Survey Questionnaire Results (2025)

The results of the pre-survey indicate that PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency has a high level of employee performance, marked by the achievement of targets set by PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency both in terms of quality and quantity, however in terms of punctuality it has not been optimal.

THEORETICAL FRAMEWORK AND HYPOTHESES

Motivation

Work motivation is a set of forces, both internal and external, that encourage a person to engage in work behavior within a specific format, direction, intensity, and timeframe (Hidayat et al., 2023). The indicators in this study are grouped into four categories: Promotion, Achievement, Awards, and Recognition (Hidayat et al., 2023).

Work Welfare

Employee welfare is supplementary compensation (material and non-material) provided based on policy (Hasibuan, 2019). The goal is to maintain and improve employees' physical and mental health to increase their work productivity. The indicators in this study are grouped into four: salary/wages, benefits, health insurance, and facilities (Hasibuan, 2019).

Work Spirit

Work spirit is a person's desire and commitment to perform their work well and with discipline to achieve maximum performance (Hasibuan, 2019). The indicators in this study are grouped into four categories: work drive, sincerity, enjoyment, and satisfaction (Hasibuan, 2019).

Employee Performance

Employee performance is the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the job responsibilities assigned by the organization or company where they work (Silaen, 2021). The indicators in this study are grouped into five: work quality, work quantity, punctuality, effectiveness, and commitment (Silaen, 2021).

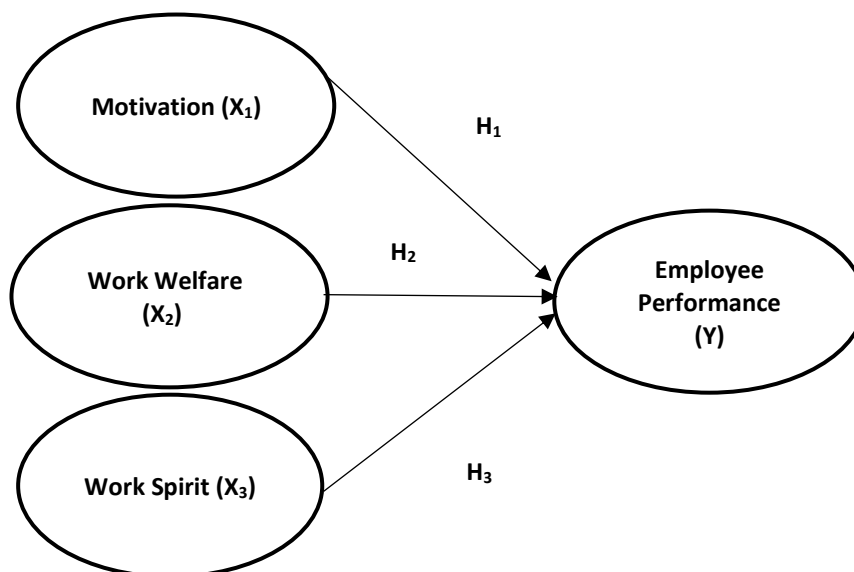


Figure 1. Research Paradigm



METHODS

The method used in this study is a survey method with a descriptive and verification approach. By using this research method, important relationships between the variables studied are identified, resulting in conclusions that clarify the picture of the subject being studied. The data used in this study are quantitative. The data collection technique is by distributing questionnaires to respondents. The population of this study is PT. Sindangkasih Multi Usaha Perseroda, Majalengka Regency, which has 83 employees. The sampling technique uses the census method (saturated sampling) so that all employees are sampled. The analytical tools used in this study are multiple linear regression analysis, coefficient of determination analysis, which is previously carried out by testing classical assumptions and then continued with hypothesis testing.

RESULTS AND DISCUSSION

Descriptive Analysis

Motivation

The results of the descriptive analysis show that respondents gave a very high score to motivation. This is because the total score obtained was 1,509, which is in the interval of 1,396 - 1,660, which is said to be very high. Motivation is said to be very high because employees are happy to be able to work at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency which provides opportunities for career advancement for employees who demonstrate ability and dedication. A work environment that values and develops individual potential like this motivates employees to continue learning and giving their best, because employees know that their efforts and hard work will be recognized and rewarded with opportunities to develop to higher positions. In addition, PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency provides awards for employee achievements, which is an effective strategy to increase work enthusiasm and productivity. Employees feel that their hard work and dedication are recognized and appreciated, this fosters a sense of pride and motivation to continue giving their best. This award not only serves as a form of appreciation, but also as a trigger for other employees to excel, creating a healthy and inspiring competitive work environment.

Work Welfare

The results of the descriptive analysis show that respondents gave a very high value to work welfare. This is because the total score obtained was 1,456, which is in the interval of 1,396 - 1,660, which is said to be very high. Work welfare is said to be very high because PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency proactively invests in the quality of life of employees. This is clearly seen from the commitment of PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency to provide comprehensive health insurance, because this step not only protects employees from the financial burden of illness but also directly contributes to improved performance. In addition, the initiative of PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency to provide educational facilities for employees who want to develop their knowledge shows a deep understanding that investment in human resources is the key to sustainable growth, creating a work environment that not only supports basic needs but also facilitates self-development and career advancement.

Work Spirit

The descriptive analysis results show that respondents gave a very high score to work morale. This is because the total score obtained was 1,455, which is in the interval of 1,396 - 1,660, which is considered very high. Work morale is said to be very high because the drive to complete work according to targets and take full responsibility for each task carried out is the main foundation of employee work

morale. With strong determination, employees always strive to not only meet but also exceed expectations given, making every challenge a trigger to work harder and smarter to achieve the best results.

Employee Performance

The descriptive analysis results show that respondents gave very high scores to employee performance. This is because the total score obtained was 1,840, which is in the range of 1,743–2,075, which is considered very high. Employee performance is considered very high because the quality of work produced consistently meets or exceeds the standards set by the company. This is supported by evidence that the employee fully masters the field of work they are assigned, demonstrating a deep understanding of the tasks, processes, and targets to be achieved, thus enabling them to complete work efficiently, accurately, and with minimal errors.

Verificative Analysis

Table 2. Results of Verification Analysis Data Processing

Test	Results	Conclusion
Normality Test <i>One-Sample Kolmogorov-Smirnov Test</i>	<i>Asymp. Sig in Kolmogorov-Smirnov test is 0.200 > 0.05 (5%)</i>	Normally distributed
Multicollinearity Test <i>Collinearity Statistics ; Tolerance ; VIF</i>	Motivation (X1) is 0.191 > 0.1, work welfare (X2) is 0.245 > 0.1 and work spirit (X3) is 0.169 > 0.1. Meanwhile, the VIF value of motivation (X1) is 5.232 < 10, work welfare (X2) is 4.089 < 10 and work spirit (X3) is 5.902 < 10.	There are no symptoms of multicollinearity.
Heteroscedasticity test <i>Glejser test</i>	Motivation ; sig. 0.375 > 0.05 Work Welfare ; sig. 0.742 > 0.05 Work Spirit ; sig 0.8.0 > 0.05	There is no indication of heteroscedasticity,
Autocorrelation Test <i>Model Summary Durbin-Watson</i>	The value of d (Durbin – Watson) = 1.948. The values of dL and dU listed in the Durbin Watson table for n = 83 and k = 3 (the number of independent variables) are dL = 1.569 and dU = 1.718. So the equation in this study that is in accordance with the table is $d > dU$ where $1.948 > 1.718$	There is no positive or negative autocorrelation.
Multiple Linear Regression Test; <i>Unstandardized Coefficients</i>	$Y = 424,439 + 0,217 X_1 + 0,208 X_2 + 0,211X_3$	The constant (α) is 424.439 and is positive. The regression coefficient for motivation is 0.217 and is positive. The regression coefficient for work welfare is 0.208 and is positive. The regression coefficient for work

		spirit is 0.211 and is positive.
Coefficient of Determination (KD) Test Correlations; Zero-order	Motivation = 0.892 Employee Welfare = 0.885 Work Morale = 0.901	The KD value of the motivation variable is 79.56%, the KD value of the work welfare variable is 78.32% and work spirit is 81.18%. Therefore, it can be concluded that there is a positive contribution to employee performance.
Hypothesis Testing Partial Test <i>t-Statistic</i>	Motivation shows a calculated t value of 3.567 and a t table of 1.989 with a significance level of 5%, so the calculated t is 3.567 > t table 1.989 and the significance value is 0.001 < 0.05., work welfare shows a calculated t value of 4.291 and a t table of 1.989 with a significance level of 5%, so the calculated t is 4.291 > t table 1.989 and the significance value is 0.000 < 0.05, then work enthusiasm shows a calculated t value of 3.487 and a t table of 1.989 with a significance level of 5%, so the calculated t is 3.487 > t table 1.989 and the significance value is 0.001 < 0.05	Each independent variable examined in this study had a positive and significant influence and the hypothesis was proven true.

Source: SPSS Processing Results, 2025

The Influence of Motivation on Employee Performance

Motivation has a positive and significant influence on the performance of employees of PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency. A positive influence indicates that the higher the motivation, the higher the level of employee performance will be, this means that motivation becomes a strong internal driver, triggering individuals to exert more effort, innovate, and overcome challenges in order to achieve work goals. Motivated employees tend to be more focused, proactive, and committed, so they are able to produce better quality work and higher quantity compared to those who are less motivated. Then what is meant by significant is its influence is very meaningful in improving employee performance, meaning that when an employee is motivated, he not only completes tasks, but also does so with dedication, initiative, and higher quality. A sense of belonging, clear goals, and recognition for their contributions will trigger the spirit to continue learning and innovating, thus creating a productive and dynamic work environment.

The Influence of Work Welfare on Employee Performance

Work Welfare has a positive and significant impact on employee performance at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency. This positive impact indicates that the higher the occupational well-being, the higher the employee performance level. This means that the higher the level of occupational well-being perceived by employees, whether through fair compensation, a supportive work environment, opportunities for self-development, or health and safety guarantees, the significantly impact on improving their performance level.



Work Welfare being fosters satisfaction, motivation, and loyalty, reduces stress and fatigue, and encourages employees to give their best effort, innovate, and contribute more effectively to organizational goals. Significant means its influence is very significant in improving employee performance, meaning that workplace well-being has a significant influence in improving employee performance because it creates an environment conducive to productivity and satisfaction. When employees feel safe, valued, and supported through adequate facilities, health insurance, and opportunities for self-development, they tend to be more motivated, focused, and loyal to the organization. This not only reduces employee absenteeism and turnover but also encourages innovation, collaboration, and ultimately, greater contributions to achieving company goals. Therefore, the second hypothesis that workplace well-being influences employee performance is proven true.

The Influence of Work Spirit on Employee Performance

Work spirit has a positive and significant influence on employee performance at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency. This positive influence indicates that higher work enthusiasm leads to higher employee performance. This means that high work enthusiasm is the main foundation for improving employee performance. When an employee has a burning enthusiasm, they tend to be more motivated, focused, and take initiative in completing their tasks.

This internal drive will trigger maximum effort, dedication, and creativity, which ultimately directly correlates with increased productivity and work quality. In other words, the stronger the work spirit embedded in each individual, the more optimal their contribution to achieving organizational goals. Furthermore, what is meant by significant is its significant influence in improving employee performance, meaning that when employees have high work spirit, they tend to be more motivated, productive, and dedicated to their tasks. This encourages them to give their best effort, innovate, and seek creative solutions to challenges, which ultimately contributes directly to the achievement of the organization's overall targets and goals. Therefore, the third hypothesis that work spirit influences employee performance is proven true.

CONCLUSION

Based on the analysis and discussion, this study concludes that motivation, work welfare, and work spirit each have a positive and significant effect on employee performance at PT. Sindangkasih Multi Usaha (Perseroda) Majalengka Regency. Higher levels of motivation encourage employees to work more effectively, while adequate work welfare enhances comfort and security in carrying out job responsibilities. In addition, a strong work spirit fosters enthusiasm, commitment, and responsibility, which collectively contribute to improved employee performance and support the achievement of organizational goals.

Based on the research findings, it is recommended that the company conduct a comprehensive job analysis and implement an accurate recruitment and selection process using valid and reliable methods to ensure alignment between employee competencies and job requirements. Furthermore, the organization should consider applying job rotation and job enlargement programs, conducting regular salary and compensation audits, improving compensation transparency, and developing a performance- and competency-based pay system. These efforts are expected to enhance employee motivation, welfare, and work spirit, thereby sustainably improving overall employee performance.

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