

The Effect of Employee Welfare and Work Morale on Employee Performance in the Quality Control Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency

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Abstract

Employee performance is an important aspect in supporting the achievement of quality and work effectiveness, particularly in the Quality Control (QC) Department, which requires accuracy, discipline, compliance with procedures, and responsibility for inspection results. This study aims to determine the effect of employee welfare and work morale on employee performance in the Quality Control Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency, both partially and simultaneously. This study used a quantitative method with a causal associative design through a survey. The population consisted of 139 employees, with 103 respondents selected using simple random sampling. Data were collected through a closed-ended questionnaire using a 1–5 Likert scale consisting of 30 statements measuring employee welfare, work morale, and employee performance. Data analysis included validity testing, reliability testing, classical assumption testing, simple linear regression, multiple linear regression, correlation coefficient analysis (r), coefficient of determination analysis (R^2), and hypothesis testing. The results showed that employee welfare had a positive and significant effect on employee performance, with a t -count greater than the t -table ($13.702 > 1.983$) and a contribution of 65.0%. Work morale also had a positive and significant effect on employee performance, with a t -count greater than the t -table ($21.303 > 1.983$) and a contribution of 81.8%. Simultaneously, employee welfare and work morale had a positive and significant effect on employee performance, with an F -count greater than the F -table ($259.885 > 3.09$) and a contribution of 83.9%. These findings indicate that improvements in employee welfare and work morale simultaneously can support improved employee performance in the QC Department.

Keywords: Employee Welfare; Work Morale; Employee Performance.

INTRODUCTION

Employee performance is one of the important aspects of the success of manufacturing companies because it is related to employees' ability to achieve targets, maintain the quality of work results, and carry out tasks according to the responsibilities assigned to them. Increasingly dynamic industrial competition requires companies to produce high-quality products through effective and consistent production processes. This achievement is determined not only by

technology and production facilities but also by the human resources responsible for carrying out operational processes. This condition is particularly important in the Quality Control (QC) Department, which is responsible for conducting inspections, identifying deviations, ensuring product conformity with established standards, and maintaining consistent production quality. At PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency, an initial overview of the Quality Control conditions can be seen from the production and deviation (hold) data in the QC Press Shop in 2023. The data are presented in Table 1.

Table 1. Production and Deviation (Hold) Data as an Indicator of Employee Performance in the QC Press Shop in 2023

Month -2023	Total Production	Hold (Deviation)			
		Thread Problems (pcs)	% Thread Problems Relative to Production	Problems Other Than Threads (pcs)	% Problems Other Than Threads Relative to Production
January	2.211.141	184	0,008	610	0,028
February	1.784.804	83	0,005	622	0,035
March	2.184.676	150	0,007	1.123	0,051
April	1.420.052	191	0,013	591	0,042
May	2.277.840	185	0,008	3.462	0,152
June	1.747.624	59	0,003	821	0,047
July	2.177.183	138	0,006	762	0,035
August	2.042.404	45	0,002	716	0,035
September	1.751.946	48	0,003	1.005	0,057
October	1.658.769	74	0,004	776	0,047
November	1.607.197	242	0,015	2.039	0,127
December	1.580.237	23	0,001	7.164	0,453
Total	22.443.875	1.422	0,01%	19.691	0,09%

Source: Production and Deviation (Hold) Data as an Indicator of Employee Performance in the QC Press Shop in 2023.

Thread problems can be defined as a type of deviation (*defect*) that occurs in the threaded section of a product, in which the resulting thread does not comply with the technical requirements or quality standards established by the company. Such deviations may be caused by several factors, including the condition of the production machinery, worn cutting tools (*tap/die*), the quality of the processed material, and operator errors (human error) during machine operation. Problems other than threads refer to all other forms of deviations (*defects*). These deviations include various types of production *defects* arising from machining, casting, painting, and assembly processes, resulting in products that do not meet the quality standards established by the company. Unlike thread problems, which are specifically related to tapping or threading processes, problems other than threads encompass a broader range of *defects* and may occur at almost every stage of the production process.

Based on Table 1, the production and deviation (hold) data in the QC Press Shop Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency, in 2023 indicate an initial indication of these problems. From a total production of 22,443,875 units, 1,422 pcs (0.0063%) of deviations due to thread problems and 19,691 pcs (0.0877%) of deviations due to problems other than threads were recorded. Although the overall percentage of deviations was relatively small compared with the total production volume, the monthly

data showed fluctuations. The highest number of thread-related deviations occurred in November, with 242 pcs (0.015%), while the highest number of deviations from problems other than threads occurred in December, with 7,164 pcs (0.453%). In addition, deviations from problems other than threads were also relatively high in May, with 3,462 pcs (0.152%), and November, with 2,039 pcs (0.127%). These conditions indicate variations in production deviations that require attention, particularly in maintaining consistent product quality. However, these data cannot be used to conclude that the deviations were directly caused by employee performance because production deviations can be influenced by various factors. Therefore, further research is needed to identify human resource factors that are theoretically related to employee performance.

Employee performance in this study is understood as the work results achieved by employees in carrying out their duties and responsibilities. Operationally, employee performance is measured through work quality, work quantity, task completion, and responsibility. These indicators are used because they are consistent with the characteristics of work in the *Quality Control* (QC) Department, which requires accuracy, compliance with procedures, the ability to complete tasks, and responsibility for inspection results. One factor that is theoretically related to performance is employee welfare, which refers to the

fulfillment of employees' needs and the compensation or benefits provided by the company to support employees' comfort and security at work. In this study, employee welfare is measured through salary or wages, allowances, health insurance, facilities, and old-age security. The results of a preliminary survey involving 30 employees showed that, on average, 40.6% of respondents answered "yes," while 59.4% answered "no" to the welfare-related aspects assessed. The highest percentages of "no" responses were found for old-age security at 67%, allowances at 63%, and work facilities at 60%. These initial findings indicate that several aspects of employee welfare are still perceived as less than optimal by some employees and therefore warrant further investigation in relation to employee performance.

In addition to employee welfare, work morale refers to a positive psychological condition reflected in employees' enthusiasm, earnestness, discipline, and willingness to perform their work. In this study, work morale is measured through the indicators of attendance, teamwork, job satisfaction, discipline, and compliance with Standard Operating Procedures (SOPs). These indicators were selected because they are consistent with the demands of QC work, which requires discipline, teamwork, compliance with procedures, and consistency in carrying out tasks. Employee attendance data at PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency, showed attendance rates of 99.63% in 2023, 99.65% in 2024, and 99.49% in 2025. Although the attendance rates were relatively high, the decrease in 2025 and the variation in absenteeism indicate that attendance remains relevant to consider as part of the overall picture of employee work morale.

Previous studies have shown that employee welfare and work morale are relevant variables in the study of employee performance. Hidayat and Sungkono (2023) showed that employee welfare is associated with employee motivation and work morale. Pratama (2023) found that employee welfare and work morale had a positive and significant effect on employee performance. Siku et al. (2024) and Rolahallo and Tehupuring (2023) also demonstrated a positive and significant effect of work morale on employee performance. Nevertheless, a research gap remains because previous studies were conducted in

organizations and work environments with different characteristics, while studies examining employee welfare and work morale simultaneously in relation to employee performance in the *Quality Control* Department within a manufacturing industry remain limited. QC work has specific characteristics, including demands for accuracy, compliance with SOPs, consistency in quality inspection, teamwork, and responsibility for product deviations. Therefore, the findings of previous studies cannot be directly used to explain how employee welfare and work morale are related to employee performance in the context of QC work at PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency. This research gap provides the basis for conducting this study to empirically examine the effect of employee welfare and work morale on employee performance, both partially and simultaneously, in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency.

METHOD

This study employed a quantitative research method with a causal associative design using a survey to determine the effect of employee welfare and work morale on employee performance in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency. The study was conducted in July 2026 with a population of 139 employees. The sample size was determined using the Slovin formula because the population size was known with certainty, with a 5% margin of error. Respondents were selected using probability sampling with a simple random sampling method, ensuring that every member of the population had an equal opportunity to be selected as a respondent. The Slovin formula used was as follows: $n = N / (1 + N(e^2))$

Based on the calculation, a total of 103 respondents were obtained. The research instrument was a closed-ended questionnaire consisting of 30 statements measured using a 1–5 Likert scale, covering the variables of employee welfare (X1), work morale (X2), and employee performance (Y). The indicators of employee welfare referred to Hasibuan (2018), work morale referred to Nitisemito (2018), and employee performance referred to Mangkunegara (2017). The characteristics of the respondents included gender, age, highest

educational attainment, and length of employment. The instrument was tested for validity and reliability using SPSS version 27. The instrument was considered valid if the calculated r-value (r-count) > table r-value (r-table) and reliable if the Cronbach's Alpha value was >0.60. All instruments were declared valid and reliable, with Cronbach's Alpha

values of 0.890 for employee welfare, 0.878 for work morale, and 0.883 for employee performance. Furthermore, the data were analyzed using descriptive statistics, classical assumption tests, simple and multiple linear regression analyses, correlation coefficients, coefficients of determination, and partial and simultaneous hypothesis testing.

RESULTS AND DISCUSSION

Results

Multiple Linear Regression Analysis

Table 2. Results of the Multiple Linear Regression Test of Employee Welfare (X1) and Work Morale (X2) on Employee Performance (Y)
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	3.577	1.676			2.135	.035
Kesejahteraan Karyawan	.215	.060	.237		3.581	.001
Semangat Kerja	.707	.065	.716		10.807	.000

a. Dependent Variable: Employee Performance (Y)

Source: Data processed by the author (2026)

Based on the results of the multiple linear regression analysis presented in Table 2, the regression equation obtained is $Y = 3,577 + 0,215X_1 + 0,707X_2$. The employee welfare variable has a regression coefficient of 0.215 with a Standardized Beta value of 0.237, a t-value of 3.581, and a significance value of

0.001, with a 95% confidence interval of 0.096–0.334. The work morale variable has a regression coefficient of 0.707 with a Standardized Beta value of 0.716, a t-value of 10.807, and a significance value of <0.001, with a 95% confidence interval of 0.578–0.836.

Coefficient of Determination Analysis (R²)

Table 3. Results of the Partial Coefficient of Determination Analysis of Employee Welfare (X1) on Employee Performance (Y)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.806 ^a	.650	.647	3.588

a. Predictors: (Constant), Employee Welfare

Source: Data processed by the author (2026)

Based on the coefficient of determination analysis presented in Table 3, the R value was 0.806, the R Square value was 0.650, the Adjusted R Square value was 0.647, and the Std. Error of the Estimate was 3.588. The R Square value of 0.650 indicates that

employee welfare in this regression analysis explains 65.0% of the variation in employee performance, while the remaining 35.0% is not explained by the variables included in the analysis.

Table 4. Results of the Partial Coefficient of Determination Analysis of Work Morale (X2) on Employee Performance (Y)
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.904 ^a	.818	.816	2.588

a. Predictors: (Constant), Work Morale

Source: Data processed by the author (2026)

Based on the test results presented in Table 4, the R value was 0.904, the R Square value was 0.818, the Adjusted R Square value was 0.816, and the Std. Error of the Estimate was 2.588. The R Square

value of 0.818 indicates that work morale in this regression analysis explains 81.8% of the variation in employee performance, while the remaining 18.2% is not explained by the variables included in the analysis.

Table 5. Results of the Simultaneous Coefficient of Determination Analysis of Employee Welfare (X1) and Work Morale (X2) on Employee Performance (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916a	.839	.835	2.449

a. Predictors: (Constant), Work Morale, Employee Welfare

Based on the test results presented in Table 5, the R value was 0.916, the R Square value was 0.839, the Adjusted R Square value was 0.835, and the Std. Error of the Estimate was 2.449. The R Square value of 0.839 indicates that the regression model including

employee welfare and work morale simultaneously explains 83.9% of the variation in employee performance, while the remaining 16.1% is not explained by the variables included in this study.

Hypothesis Testing

Partial Test (t-Test)

Table 6. Results of the t-Test for the Effect of Employee Welfare (X1) on Employee Performance (Y) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	11.770	2.190			5.375	.000
Kesejahteraan Karyawan	.731	.053	.806		13.702	.000

a. Dependent Variable: Employee Performance

Source: Data processed by the author (2026)

Based on the test results presented in the table above, the obtained t-value was greater than the t-table value, or $13.702 > 1.983$. This result is further supported by the significance

value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_1 is accepted, indicating that employee welfare has a significant effect on employee performance.

Table 7. Results of the t-Test for the Effect of Work Morale (X2) on Employee Performance (Y) Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	4.622	1.744			2.650	.009
Semangat Kerja	.894	.042	.904		21.303	.000

a. Dependent Variable: Employee Performance

Source: Data processed by the author (2026)

Based on the test results presented in the table above, the obtained t-value was greater than the t-table value, or $21.303 > 1.983$. This result is further supported by the significance

value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_2 is accepted, indicating that work morale has a significant effect on employee performance.

Simultaneous Test (F-Test)

Table 8. Results of the Simultaneous F-Test of Employee Welfare (X1) and Work Morale (X2) on Employee Performance (Y)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3116.619	2	1558.309	259.885	.000 ^b
Residual	599.614	100	5.996		
Total	3716.233	102			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Morale, Employee Welfare

Based on the test results presented in the table above, the obtained F-value was greater than the F-table value, or $259.885 > 3.09$. This result is also supported by the significance value of $0.000 < 0.05$. Therefore, H_0 is rejected and H_3 is accepted, indicating that employee welfare and work morale simultaneously have a significant effect on employee performance in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency.

Discussion

The Effect of Employee Welfare (X1) on Employee Performance (Y)

Based on the analysis results, the regression equation obtained was $Y = 11.770 + 0.731X_1$, with a correlation coefficient of 0.806 and a coefficient of determination (R^2) of 0.650. This indicates that employee welfare has a very strong relationship with employee performance and contributes 65.0% to employee performance, while the remaining 35.0% is influenced by other factors outside the scope of this study. The t-test results showed that the t-value was greater than the t-table value, or $13.702 > 1.983$, with a significance value of $0.000 < 0.05$. Therefore, H_0 was rejected and H_1 was accepted. Thus, employee welfare has a positive and significant effect on employee performance in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency.

These findings can be explained through Maslow's Hierarchy of Needs theory, which states that every individual has needs that must be fulfilled in order to perform optimally. In this study, the theory is associated with the measured employee welfare indicators, namely salary/wages, allowances, health insurance, facilities, and old-age security. Salary or wages are related to the fulfillment of basic needs, while health insurance and old-age security are related to safety needs. Allowances and work facilities represent forms of company support that can improve employee comfort and working conditions.

The fulfillment of these welfare needs can help employees work in a safer and more comfortable environment, allowing them to focus more effectively on their work. This condition is relevant to work in the *Quality Control* Department, which requires accuracy, consistency, task completion, and responsibility. Therefore, better employee

welfare can support improvements in work quality, work quantity, task completion, and responsibility as the performance indicators used in this study.

The preliminary survey results showed that several aspects of employee welfare still need improvement, particularly old-age security, with 67% of respondents giving a "no" response, followed by allowances at 63% and facilities at 60%. Nevertheless, the test results demonstrated a significant effect of employee welfare on employee performance. This finding is consistent with the studies conducted by Pratama and Yulianti (2023), Sany (2020), and Sunarni (2023), which showed an association or effect of employee welfare on employee performance. Thus, the better the welfare received and perceived by employees, the greater the tendency for employee performance to improve.

The Effect of Work Morale (X2) on Employee Performance (Y)

Based on the analysis results, the regression equation obtained was $Y = 4.622 + 0.894X_2$, with a correlation coefficient of 0.904, indicating a very strong relationship between work morale and employee performance. The coefficient of determination was 0.818 or 81.8%, indicating that work morale contributes 81.8% to employee performance, while the remaining 18.2% is influenced by other factors outside the scope of this study. The hypothesis test results showed that the t-value was greater than the t-table value, or $21.303 > 1.983$, so H_0 was rejected and H_2 was accepted. Therefore, work morale has a positive and significant effect on employee performance in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency. This means that the higher the employees' work morale, the higher their resulting performance.

These findings can be explained through Herzberg's Two-Factor Theory. According to this theory, work motivation is influenced by motivator factors such as achievement, recognition, responsibility, the nature of the work itself, and opportunities for growth. When these factors are fulfilled in the workplace, employees are more likely to have high work morale.

High work morale encourages employees to work more effectively and efficiently, complete tasks on time, maintain the

quality of work results, and improve discipline and initiative. This condition is relevant to work in the *Quality Control* Department, which requires accuracy, responsibility, discipline, and consistency in carrying out tasks. Therefore, good work morale can encourage employees to produce more optimal work results.

The findings of this study are consistent with the research conducted by Ekshan et al. (2022), which showed that work morale has a positive and significant effect on employee performance. Similar results were also found by Siku et al. (2024) in their study of the effects of work discipline and work morale on employee performance at Perum BULOG NTT Regional Office, which demonstrated that work morale has a positive and significant effect on employee performance. Furthermore, the study by Rolahallo and Tehupuring (2023) also showed that work morale has a positive and significant effect on employee performance. Therefore, these previous findings strengthen the results of this study, indicating that the higher the work morale, the better the employee performance.

The Effect of Employee Welfare (X1) and Work Morale (X2) on Employee Performance (Y)

Based on the research results, employee welfare and work morale simultaneously have a positive and significant effect on employee performance in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency. The two variables contribute 83.9% to employee performance, while the remaining percentage is influenced by other factors outside the scope of this study. The simultaneous test results also showed that the calculated F-value was greater than the F-table value, or $259.885 > 3.09$. Therefore, it can be concluded that employee welfare and work morale jointly contribute to improving employee performance.

This relationship can be explained through Mangkunegara's performance theory, which states that performance is influenced by ability and psychological factors, including work attitudes, discipline, and work morale. Welfare provided through salary, allowances, health insurance, and work facilities can create safe and comfortable working conditions, allowing employees to focus more effectively on their tasks. Meanwhile, work morale

encourages enthusiasm, dedication, discipline, and initiative in completing work. Thus, adequate employee welfare can create supportive working conditions, while work morale serves as a psychological drive that helps employees achieve optimal performance.

The results of this study are consistent with the research conducted by Hidayat and Sungkono (2023) concerning the effect of employee welfare and work morale on employees of PT Karya Asri Mandiri, as well as the study by Pratama (2023) concerning the effect of employee welfare and work morale on employee performance at CV Gawanta Sejahtera Gemilang, Kediri Regency. Both studies showed that employee welfare and work morale have a positive effect on employee performance. These findings strengthen the results of the present study, demonstrating that good welfare conditions and high work morale can jointly encourage employees to achieve better performance.

These findings are also supported by the studies of Ferawati, Supriadi, and Syafrizal (2025) and Hermawati (2020), which demonstrated positive relationships between welfare factors, motivation, work morale, and employee performance. Therefore, this study strengthens previous research showing that employee welfare and work morale are mutually supportive factors in improving employee performance. Employee welfare provides supportive working conditions, while work morale encourages employees to utilize these conditions by working with discipline, responsibility, and optimal effort.

CONCLUSION

Based on the results of the study on employee welfare and work morale in relation to employee performance in the *Quality Control* Department of PT Selamat Sempurna Tbk (ADR Group), Tangerang Regency, it can be concluded that:

1. Employee welfare has a significant effect on employee performance. This indicates that the better the welfare received by employees, the better the performance demonstrated in carrying out their work.
2. Work morale has a significant effect on employee performance. This result indicates that higher work morale is associated with improved employee performance in completing their duties and responsibilities.
3. Employee welfare and work morale

simultaneously have a significant effect on employee performance. The research model explains 83.9% of the variation in employee performance, while the remaining 16.1% is explained by other factors not examined in this study. Thus, both variables jointly represent relevant factors in explaining employee performance in the *Quality Control* Department.

This study has several limitations: 1) The research was conducted in only one department and one company; therefore, the findings may not necessarily be generalized to other companies or departments with different characteristics; 2) The research data were collected through questionnaires, meaning that respondents' answers depended on their perceptions and conditions at the time of completing the questionnaire; 3) The study only included employee welfare and work morale as independent variables, while other factors may also potentially explain employee performance.

The findings of this study provide practical implications for the management of PT Selamat Sempurna Tbk (ADR Group), particularly the *Quality Control* Department, to maintain and improve employee welfare and work morale by providing adequate facilities and work support, giving recognition and rewards for employee performance, and creating a supportive work environment in order to maintain and improve employee performance.

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