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Original Research Article

Work Motivation, Welfare, and Enthusiasm as Key Factors in Enhancing Member Job Performance

Andik Fitri Andono[1*], Harianto Respati[1], Mokhammad Natsir[1]

[1]University of Merdeka Malang

Abstract: This study aims to analyze the effect of work motivation, welfare, and work enthusiasm on work performance, both simultaneously and partially, and identify the most dominant variable in determining the work performance of members. The research location was conducted at Kodiklatau Halim Perdanakusuma Jakarta. This study uses a quantitative approach with descriptive analysis techniques and multiple linear regression to test the simultaneous and partial effects of the variables studied. The results showed that work motivation, welfare, and morale significantly influence the work performance of members simultaneously and partially. In particular, work motivation is the dominant factor influencing work performance, followed by welfare and morale. High work motivation, both from internal and external factors, is important in encouraging members to work harder and innovate. Guaranteed physical and psychological welfare also creates comfort and increases member commitment. High morale is also key in creating a dynamic work atmosphere, motivating members to contribute more optimally. This research provides practical insights for Kodiklatau Halim Perdanakusuma Jakarta in improving work performance by focusing on factors that optimally influence motivation and member welfare.
Keywords: Work Motivation, Welfare, Morale, Work Performance.

1. INTRODUCTION

Work performance is a key indicator that reflects an organization's success level, both in the business and non-business sectors (Gazali *et al.,* 2020). The achievement of work performance is highly dependent on the ability of human resources to achieve predetermined targets. For this reason, organizations must create an environment that supports the development of members' skills, knowledge, and work techniques. In addition, individual performance evaluation measures the quantity of work results and the quality that reflects professionalism and responsibility in carrying out tasks. Therefore, structured and continuous human resource development, which includes improving members' technical capabilities and personal development, is key in preparing the organization for future challenges. This process will support the achievement of organizational goals effectively and efficiently.

Work motivation is one of the main factors affecting organizational members' work performance. High motivation encourages members to work harder, innovate, and be dedicated to their assigned tasks. In this context, a sense of security in the work environment is important in building positive motivation. When members feel physically and psychologically safe, they will be more focused, calm, and able to deliver their best performance. This security includes physical protection and a sense of acceptance, respect, and the absence of threats or anxiety. Therefore, organizational leaders must create a conducive work environment by providing adequate psychological and physical support to maximize members' potential and optimally achieve organizational goals.

The welfare of organizational members plays a vital role in improving work performance (Goestjahjanti *et al.,* 2020). This well-being is not only limited to physical aspects, such as health and adequate compensation, but also includes psychological dimensions, such as job satisfaction, a sense of being valued, and a balance between work and personal life. When members feel valued and receive adequate support for material and emotional well-being, they tend to be more motivated to contribute to their full potential. Organizations that care about the well-being of their members can create stronger emotional bonds and increase loyalty and commitment, which will positively affect productivity and work quality. Therefore, member

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*Corresponding Author: Andik Fitri Andono   139
University of Merdeka Malang

welfare is an inseparable factor in achieving sustainable organizational success.

Decreased work performance is a serious issue that can affect the efficiency and effectiveness of organizational operations. Factors influencing work performance, such as motivation, discipline, work environment, satisfaction, welfare, morale, and leadership patterns, interact and influence individual and group performance. This study focuses on three factors that are believed to have a significant effect: work motivation, welfare, and morale. High morale, which can be generated through a supportive environment and good relationships between leaders and members, is important in increasing members' productivity and dedication to the organization. Leaders need to pay attention to these factors, such as achievement recognition and career development, to create an atmosphere supporting organizational goals' achievement.

This study aims to analyze the simultaneous effect of work motivation, welfare, and morale on members' work performance and the partial effect of each variable. The final goal of this research is to identify the most dominant variable affecting the work performance of members at Kodiklatau Halim Perdanakusuma Jakarta. The results of this study are expected to provide practical insights for Kodiklatau Halim Perdanakusuma Jakarta regarding members' attitudes towards motivation, welfare, and morale that affect work performance. These findings can be a reference for leaders in formulating strategies to improve work performance and create a productive work environment. Theoretically, this research contributes to developing human resource management with a new perspective. In addition, this research is helpful for academics and practitioners in managing complex human resources and is a reference for further research in this field.

2. LITERATURE REVIEW

Work performance reflects the extent to which individuals can complete the assigned tasks with quality and quantity by the standards set by the organization. According to Zulkarnaen *et al.,* (2018), work performance is influenced by various factors, such as skills, experience, and seriousness in carrying out tasks. Adnyani & Dewi (2019) added that work performance describes members' success in achieving the organization's targets. Imron & Suhardi (2019) identified several indicators of work performance, such as work results, knowledge, initiative, and attitude, which reflect the ability of individuals to carry out tasks. On the other hand, according to Putra *et al.,* (2022), broader indicators include quality, quantity, duration, and cost efficiency, which measure individual effectiveness in achieving organizational goals efficiently.

Work motivation is an internal drive that arouses individual enthusiasm in carrying out work activities to achieve organizational goals. According to Supardi *et al.,* (2021), motivation is important in generating work enthusiasm aligned with organizational goals. Putri & Rosnaida (2021) emphasize that motivation involves strategies to guide individuals to work effectively in achieving set targets. Supardi *et al.,* (2021) also stated that motivation encourages individuals to use skills and knowledge optimally, with desires, fulfillment of needs, and satisfaction that influence human behavior. Perkasa & Ajis (2019) added that motivation creates work passion, increases effectiveness, and encourages organizational cooperation. Therefore, motivation can be concluded as an internal drive that influences individual behavior and encourages it to achieve the desired goals.

Various factors, both from individuals and organizations, influence work motivation. According to Susilo *et al.,* (2023), individual factors include needs, goals, attitudes, and abilities, while organizational factors include salary, worker abilities, supervision, praise, and the nature of the work itself. Uno (2019) suggests that work motivation consists of internal and external factors. Internal factors relate to the drive within the individual to balance life obligations and achievements, such as the desire to be recognized and rewarded for success. In contrast, external factors come from the organizational environment that influences motivation, such as comfortable working conditions, adequate compensation, health insurance, and status and responsibility at work. These external factors serve as incentives that encourage members to work more optimally and achieve higher levels of job satisfaction.

Member welfare is a form of reward the organization provides to increase work comfort and productivity. According to Indriyani (2020), member welfare is compensation based on organizational policies to improve members' physical and mental conditions to increase productivity. Azis *et al.,* (2022) added that welfare includes tangible and intangible rewards provided by the organization to maintain the physical health of members, with external factors also playing a role in supporting this welfare. Meanwhile, Gunawan (2023) argues that welfare is a form of organizational appreciation that aims to increase members' morale. Based on these opinions, it can be concluded that member welfare includes all efforts made by the organization to create comfortable working conditions and support employee productivity, both through material rewards and the protection of physical and mental well-being.

Workplace welfare reflects a condition in which members feel comfortable, safe, and satisfied working. According to Lesmana (2018), workplace well-being includes an environment that supports members' physical and mental health and ensures appropriate rights and protections are in place. Good well-being benefits members and organizations, as members who feel

satisfied and valued tend to be more productive and loyal. Several factors affecting workplace well-being include the physical environment, such as room conditions and facilities; interpersonal factors, such as harmonious relationships with coworkers and superiors; workload factors, including busy work schedules; and reward factors, such as salary, benefits, and health facilities. Hasibuan (2019) states that work welfare can be measured through indicators such as salary, benefits, health insurance, work facilities, and old-age insurance provided by the organization.

Work enthusiasm refers to the desire and seriousness of individuals to carry out their work well and be disciplined in achieving maximum productivity. According to Heri (2020), work enthusiasm encourages individuals to work and be creative. Fahrul (2021) added that work enthusiasm is an effort to be better than the previous day, which is reflected in the daily increase in work results. Meanwhile, Syamsudin *et al.,* (2019) stated that work spirit involves responsibility, cooperation, and discipline, which allows work to be completed more quickly and efficiently. Work spirit is strongly influenced by the work atmosphere and feelings of individuals or groups in the organization. Thus, work spirit can be interpreted as a condition in which individuals strive to improve their performance in their duties.

Morale is an important factor in improving individual and organizational performance. Work enthusiasm is influenced by various factors originating from individuals and organizations. Eko (2018) states that individual factors, such as needs, goals, attitudes, and members' abilities, significantly shape work spirit. In addition, organizational factors, such as salary, job security, relationships between members, supervision, praise, and the nature of the work itself, also affect morale. Anggitasari & Badar (2021) added that other factors, such as compensation, training, transfer, work environment, and effective communication, also significantly impact. Meanwhile, morale indicators include enthusiasm at work, ability to overcome frustration, resilience in the face of challenges, and group spirit that strengthens cooperation between organizational members.

3. RESEARCH METHOD
3.1 Research Design
This research uses a quantitative design with a comparative causal approach to test hypotheses through statistical analysis. This research mainly focuses on analyzing the cause-and-effect relationship between the variables studied. Thus, this research falls into the category of explanatory research. According to Sugiyono (2009), explanatory research aims to understand and explain the relationship between two or more variables and analyze the effect of independent variables on dependent variables in the phenomenon under study.

3.2 Scope and Location of Research
This research focuses on human resources, especially the work performance of members influenced by motivation, welfare, and morale. The research was conducted at the Indonesian Air Force Doctrine, Education and Training Command (Kodiklatau) Halim Perdanakusuma Jakarta, which is located at Jalan Halim Perdanakusuma, East Jakarta City, DKI Jakarta. This location was chosen because this institution has potential human resources that can be developed, as well as relevance as an institution responsible for fostering doctrine, education, and training within the Air Force. The work dynamics at Kodiklatau, especially related to motivation, welfare, and morale, are important factors influencing members' work performance, making it an appropriate location for this study.

3.3 Research Population and Sample
According to Sugiyono (2017), the sample population is the unit of analysis that provides data in the study. In this study, the population used was all Kodiklatau Halim Perdanakusuma Jakarta members, totaling 75 members. Given the relatively limited population, this study used the census method, in which all Kodiklatau members were selected as respondents. With this approach, the research is expected to obtain more accurate and comprehensive data on the influence of work motivation, welfare, and morale on work performance in the Kodiklatau Halim Perdanakusuma Jakarta environment.

3.4 Data Collection and Analysis Techniques
Data was collected using a questionnaire with written questions designed to obtain relevant, reliable, and valid data from respondents related to research variables. The collected data were then analyzed using descriptive and multiple linear regression analyses. Descriptive analysis describes the phenomenon under study based on sample data, using mean and mode values to categorize research variables. Meanwhile, multiple linear regression analysis was used to test the effect of the independent variables on the dependent variable. Correlation (R) measures the closeness of the relationship between variables, while the coefficient of determination (R^2) shows the contribution of the independent variable to the dependent variable. Multiple linear regression analysis uses the Ghozali (2007) model as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Description:
Y   = Work Achievement
α = Constant number
β_1 - β_3 = Regression Coefficient
X_1 = Work Motivation
X_2 = Welfare
X_3 = Work Spirit
e = Standard error

4. RESULTS AND DISCUSSION

4.1 Research Results

The Indonesian Air Force Doctrine, Education, and Training Command (Kodiklatau) is the Air Force Development Main Command under the Air Force Chief of Staff. This institution was previously known as the Air Force Education Command (Kodikau), which was established on November 15, 1945, along with the opening of the Aviator School (Sekbang) at Maguwo, led by Air Commodore Agustinus Adisoetjipto. Kodikau plays a role in educating and preparing the best personnel to maintain Indonesia's air sovereignty. On July 2, 1978, the Kasau established November 15, 1945 as Kodikau's Anniversary. Along with the development, Kodikau officially changed to Kodiklatau in 2016, based on Presidential Regulation 62 of 2016. Located at Halim Perdanakusuma Airbase, East Jakarta, Kodiklatau is now tasked with fostering doctrine, assessment, operations, air matra exercises, and improving the quality of Air Force personnel.

Overview of Research Respondents

The respondents of this study involved 75 members of Kodiklatau Halim Perdanakusuma Jakarta, who were grouped based on gender, age, education, and length of work at Kodiklatau Halim Perdanakusuma Jakarta. From the tabulation results based on gender, most respondents were male, as many as 40 people (53.3%), while female respondents totaled 35 people (46.7%). Based on age, most respondents were aged 41-50, with 35 people (46.7%). Other age groups comprised respondents aged 31-40 years and above 50 years, totaling 15 people (20%). Meanwhile, the age group of 20-30 years old was the least, totaling only 10 people (13.3%). The age distribution shows that most Kodiklatau members are in their productive age. Regarding the latest education, most respondents were postgraduate graduates, as many as 50 people (66.7%), while undergraduates amounted to 25 people (33.3%). This high level of education reflects that Kodiklatau members understand how to overcome various problems related to duties and responsibilities.

In addition, data regarding length of service shows that most respondents have varied work experience. Respondents with 1-5 years of service constituted the largest group, namely 30 people (40%). Then, respondents with more than 5 years of service amounted to 25 people (33.3%), while respondents with less than 1 year of service reached 20 people (26.7%). This distribution shows that most Kodiklatau members have sufficient work experience to carry out their duties. The diversity of working periods also affects the understanding and skills possessed by members when facing challenges in the work environment. Overall, this description of respondents provides transparent information about the characteristics of the individuals involved in this study, which can be the basis for analyzing the influence of motivation, welfare, and morale on the work performance of Kodiklatau Halim Perdanakusuma Jakarta members.

Results of Descriptive Research Analysis

This study provides a descriptive picture of 75 Kodiklatau Halim Perdanakusuma Jakarta members and measures the variables of work motivation, welfare, work enthusiasm, and work performance. The SPSS program used descriptive mean or mode values statistics to analyze the data. There are two leading indicators in the work motivation variable, namely internal factors and external factors. The internal factors indicator consists of two questionnaires: the highest score reached 37 respondents (49.3%), and the lowest was one respondent (1.3%). Meanwhile, the external factors indicator consists of two questionnaires with the highest value of 39 respondents (52.0%) and the lowest value of 4 respondents (4.0%). These results indicate that external factors dominate Kodiklatau members' work motivation more than internal factors.

The welfare variable is measured through five indicators: salary or wages, allowances, health insurance, facilities, and old age security. The salary/wage indicator has the highest value of 41 respondents (54.7%) and the lowest value of 3 respondents (4.0%). The allowance indicator has the highest value of 45 respondents (60.0%) and the lowest value of 3 respondents (4.0%). The health insurance indicator showed the highest value of 45 respondents (60.0%) and the lowest value of 2 respondents (2.7%). In the facility indicator, the highest value reached 37 respondents (49.3%), and the lowest was eight (10.7%). Meanwhile, the old-age insurance indicator has the highest value of 41 respondents (54.7%) and the lowest value of 2 respondents (2.7%). These results indicate that allowances and health insurance are the aspects of welfare most felt by Kodiklatau members, while facilities and old-age insurance receive less attention.

The morale variable comprises four leading indicators: enthusiasm, strength to fight frustration, quality to endure, and group spirit. The indicator of enthusiasm has the highest value of 52 respondents (69.3%) and the lowest value of 4 respondents (5.3%). The strength to resist frustration indicator showed the highest value of 46 respondents (61.3%) and the lowest value of 4 respondents (5.3%). The quality indicator to survive has the highest value of 42 respondents (56.0%) and the lowest value of 2 respondents (2.7%). Meanwhile, the group spirit indicator shows the highest value of 42 respondents (56.0%) and the lowest value of 1 respondent (1.3%). Meanwhile, there are four indicators of work performance: work results, job knowledge, initiative, and attitude. The work result indicator has the highest value of 38 respondents (50.7%) and the lowest value of 2 respondents (2.7%). The job knowledge indicator has the highest value of 38 respondents (50.7%) and the lowest value of 4 respondents (5.3%). The initiative indicator shows the

highest value of 41 respondents (54.7%) and the lowest value of 2 respondents (2.7%). These results indicate that enthusiasm at work is the main factor that encourages the work enthusiasm of Kodiklatau members, while initiative is the strongest indicator in determining work performance.

Results of Multiple Linear Regression

The results of multiple linear regression analysis measuring the influence of work motivation, welfare, and work enthusiasm variables on the work performance of Kodiklatau Halim Perdanakusuma Jakarta members are presented in the following table:

Table 1: Multiple Linear Regression Results

Variable	Description	Regression Coefficient β	t Count	Sig.
X_1	Work Motivation	0.229	1.114	0.000
X_2	Welfare	0.118	1.042	0.000
X_3	Work Spirit	0.034	0.353	0.000
Constant	24.291			
R^2	0.930			
Adjusted R Square	0.911			
F Count	4.733			
Sig. F	0.000			
N	75			

Source: Data processed 2024

Based on the results of the multiple linear regression analysis displayed in the table above, the multiple linear regression equation can be arranged as follows:

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$
$$Y = 24.291 + 0.229 X_1 + 0.118 X_2 + 0.034 X_3 + e$$

Based on the results of multiple linear regression analysis, it is obtained that the regression coefficient value of 0.930 indicates the influence of the independent variables, namely work motivation, welfare, and work enthusiasm on work performance at Kodiklatau Halim Perdanakusuma Jakarta, assumed to be constant or zero so that there is still or there is an influence on work performance. The regression coefficient of the work motivation variable of 0.229 indicates that work motivation positively influences the work performance of Kodiklatau Halim Perdanakusuma Jakarta members. The t-test results show that the probability value of the work motivation variable is smaller than the research error rate of 0.05 or 5%, so the effect is significant.

Furthermore, the regression coefficient of the welfare variable of 0.118 shows that welfare also positively influences the members' work performance, with the t-test showing that the probability value of the X2 variable is smaller than 0.05, so the effect is significant. Likewise, the work enthusiasm variable has a regression coefficient of 0.034, which means that work enthusiasm positively affects the work performance of Halim Perdanakusuma Jakarta Kodiklatau members. The t-test results also show that the probability value of variable X3 is smaller than 0.05, so the effect is significant.

The closeness of the relationship between the independent variables (work motivation, welfare, and work spirit) and the dependent variable (work performance) is measured using multiple correlation coefficient analysis. The R-value (correlation coefficient) 0.930 indicates a powerful relationship of 93.0%. In addition, the R² (adjusted) value or the coefficient of determination of 0.911 indicates that work motivation, welfare, and enthusiasm contribute to work performance by 91.1%. In comparison, the remaining 8.9% is influenced by other variables not examined in this study.

Results of Hypothesis Testing

The first hypothesis testing in this study uses the F test to determine whether all independent variables have the same effect on the dependent variable. The primary purpose of this test is to test whether the variables of work motivation, welfare, and morale simultaneously affect the work performance of members. The reference in this test looks at the significance value (sig.). If the sig value is less than 0.05, then the hypothesis is accepted, while if the sig value is more than 0.05, then the hypothesis is rejected. The results showed that the calculated F value was 4,733 with a significance level <0.001, while the F table value was 3.12. Since the calculated F value is greater than the F table (4.733 > 3.12) and the significance value is smaller than the research error rate (sig. < 0.05), it can be concluded that work motivation, welfare, and morale significantly affect the work performance of members. Thus, the first hypothesis in this study is accepted and proven genuine.

The second hypothesis testing was conducted using the t-test to determine the effect of each independent variable individually on the dependent variable. This test aims to assess the extent to which each work motivation, welfare, and morale variable can explain the variations in the work performance variable. Based on the t-test results, it is known that the t-value for the work motivation variable is 1.114, with a significance result of 0.000 < 1.114. This shows that work motivation has a significant effect on member work performance.

Furthermore, the t value for the welfare variable is 1.042 with a significance of 0.000 < 1.042, which also indicates a significant effect on work performance. Meanwhile, the t value for the work spirit variable is 0.353 with a significance result of 0.000 < 0.353, which means that work spirit also influences members' work performance. Based on these results, it can be concluded that the three independent variables, namely work motivation, welfare, and morale, simultaneously significantly affect members' work performance.

Meanwhile, the results of testing the third hypothesis were carried out by comparing the Unstandardized coefficient values of each independent variable. The analysis results show that the work motivation variable has the most significant coefficient value compared to the welfare and morale variables. This shows that work motivation is the most dominant factor influencing members' work performance. Thus, the third hypothesis, which states that work motivation has a more significant influence than welfare and morale on members' work performance, can be proven empirically. This conclusion indicates that to improve members' work performance, greater attention needs to be given to aspects of work motivation, both from internal and external factors. This factor is the key to shaping the work performance of individual members who are more optimal in the work environment. The complete results can be seen in the following table:

Table 2: 3rd Hypothesis Test Results

No	Independent Variable	Dependent Variable	Regression Coefficient	Sig. t	Error Tolerance Level	Result
1	X_1 Work Motivation	Y – Work Achievement	0.229	0,000	0,05	X_1 affects Y
2	X_2 Welfare	Y – Work Achievement	0.118	0,000	0,05	X_2 affects Y
3	X_3 Work Spirit	Y – Work Achievement	0.034	0,000	0,05	X_3 affects Y

Source: Data processed 2024

4.2 Discussion of Research Results

Work motivation in this study is measured based on two leading indicators: internal and external factors. In the internal factors indicator, most respondents tend to strongly agree with the statement that members are satisfied with the rewards received. This shows that rewards, such as praise and other incentives, increase individual work motivation. Meanwhile, most respondents strongly agreed that the relationship between members and superiors was going well regarding the external factors indicator. This indicates that harmonious working relationships between subordinates and superiors are an external factor contributing to a person's work motivation level. Thus, internal and external factors significantly influence employee work motivation at Kodiklatau Halim Perdanakusuma Jakarta.

Welfare in this study is measured through five indicators: salary or wages, benefits, health insurance, facilities, and old-age security. In the salary or wage indicator, respondents generally agreed that the payroll system at Kodiklatau Halim Perdanakusuma is transparent, indicating that transparency in payroll is an important aspect of employee welfare. On the allowance indicator, respondents also strongly agree that the institution regularly reviews the allowances provided, indicating that periodic evaluation of allowances can increase employee satisfaction. Meanwhile, in the health insurance indicator, most respondents stated that it is easy to communicate with the insurance organization, indicating that accessibility to health services contributes to members' welfare. In addition, in the facilities indicator, respondents were more likely to strongly agree that employees are always present on time, indicating that adequate facilities support work discipline. As for the old-age security indicator, respondents considered that the available work support facilities were complete, reflecting that the long-term welfare aspect has been well taken care of.

Work spirit in this study is measured based on four indicators: enthusiasm, strength to resist frustration, quality to endure, and group spirit. In the indicator of one's passion, most respondents strongly agreed that members feel involved in decision-making at Kodiklatau Halim Perdanakusuma, indicating that participation in the decision-making process can increase morale. On the strength to resist frustration indicator, respondents were more likely to strongly agree that members have control over how they respond to challenging situations, reflecting a high level of resilience in the work environment. In addition, on the quality to endure indicator, most respondents strongly agreed that every difficulty members face provides an opportunity to grow and develop, indicating a positive mindset in facing work challenges. Meanwhile, on the group spirit indicator, respondents tend to strongly agree that group members feel supported and valued by fellow members, indicating that team solidarity plays an important role in building high morale at Kodiklatau Halim Perdanakusuma.

Work performance is measured based on four leading indicators: work results, job knowledge, initiative, and attitude. In the work results indicator, respondents were more likely to strongly agree that employees always try to minimize mistakes, showing awareness of high-quality work. In the job knowledge indicator, most respondents strongly agreed that work quantity was achieved by agency expectations, indicating that employees understood and could meet the set standards. In the initiative indicator, respondents also

strongly agree that members actively seek opportunities to improve work performance, reflecting a proactive attitude. Meanwhile, in the attitude indicator, respondents were more likely to strongly agree that members are open to feedback and suggestions from fellow members, indicating a work culture that supports continuous improvement. These results indicate that employees at Kodiklatau Halim Perdanakusuma have good work performance, which is supported by high work quality, clear understanding of tasks, strong initiative, and openness to self-evaluation and development.

The results show that most members have good work motivation, which is important in achieving optimal work performance. Work motivation is influenced by internal factors, such as satisfaction with the rewards received, and external factors, such as good relationships with superiors and a supportive work environment. High motivation encourages members to be more enthusiastic in carrying out their duties and contribute optimally to the organization. In addition, welfare is a significant factor that supports work productivity. Welfare includes physical, mental, and social aspects, which affect work comfort and efficiency. Individuals who feel safe and healthy and do not experience excessive pressure tend to focus more on completing tasks well. With guaranteed welfare, members can work more optimally and face work challenges better, thus creating a more productive environment.

Morale is a key factor in improving members' productivity and work quality. High morale makes individuals more enthusiastic, committed, and driven to work smarter and more efficiently. This drive creates a more dynamic work atmosphere so members can contribute more to the organization's success. Work performance results from the tasks performed and becomes a measure of individual and organizational success. Work performance reflects how well a person completes their work, both in terms of quantity and quality. Based on the research results and comparison with previous research, it can be concluded that members with high motivation, guaranteed welfare, and strong work enthusiasm will be better able to work together, be responsible, and produce quality work performance in a professional and competitive work environment.

5. CONCLUSIONS AND SUGGESTIONS

Based on the research results conducted at Kodiklatau Halim Perdanakusuma Jakarta, it can be concluded that work motivation, welfare, and morale significantly influence simultaneously and partially improve members' work performance. Specifically, work motivation is the dominant factor affecting work performance, followed by welfare and morale. These three variables interact to create a work environment that supports optimal productivity and work quality. High work motivation, both from internal and external factors,

encourages members to work harder and innovate. In addition, guaranteed physical and psychological welfare creates comfort that supports members' dedication and commitment. High morale also plays an important role in improving the quality of work through encouragement to take responsibility and work more efficiently. Therefore, to improve work performance at Kodiklatau, greater attention must be given to strengthening work motivation, member welfare, and morale, which are key factors in achieving optimal performance.

Based on the results of this study, it is recommended that Kodiklatau Halim Perdanakusuma Jakarta focus more on developing and strengthening work motivation, welfare, and member morale to improve overall work performance. Increasing work motivation can be achieved by improving external factors such as a more harmonious relationship between superiors and subordinates and providing more significant rewards for members' work achievements. In addition, members' welfare needs to be thoroughly physically and psychologically considered by providing adequate facilities and ensuring optimal health support. Strengthening morale can also be achieved by creating a more inclusive work environment and supporting member participation in decision-making. Future research is expected to delve deeper into other factors affecting members' work performance and develop more specific intervention models to improve performance in various organizational work units.

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