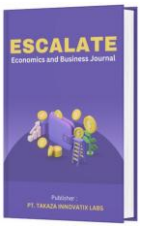
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The Influence of Motivation, Welfare, and Work Morale on Employee Performance at PT. Soci Mas

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Abstract: *Employee performance is essential to organizational effectiveness, yet initial observations at PT. Soci Mas revealed delays in task completion, limited initiative, and concerns about employee welfare and work morale. This study examines the relationships of motivation, employee welfare, and work morale with employee performance. A quantitative associative design was applied to all 83 permanent employees using total sampling. Questionnaire data, supported by interviews, observations, and documentation, were analyzed using multiple linear regression in SPSS. Motivation ($\beta = 0.319$; $t = 3.633$; $p < .001$), employee welfare ($\beta = 0.428$; $t = 4.336$; $p < .001$), and work morale ($\beta = 0.227$; $t = 2.539$; $p = .013$) each showed a positive, statistically significant association with employee performance. Together, the predictors were significant ($F = 164.224$; $p < .001$) and explained 86.2% of the variance in performance ($R^2 = 0.862$). Employee welfare had the largest standardized coefficient. These results underscore the relevance of all three factors to human resource management at PT. Soci Mas.*

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Introduction

Human resources are strategic assets that determine an organization's success in achieving its goals. A company's competitive advantage is determined not only by technological sophistication or capital size, but also by the quality of employee performance, who are able to carry out tasks effectively and efficiently. Employee performance reflects an individual's level of success in completing work according to assigned responsibilities, both in terms of quality and quantity. Organizations with high employee performance will more easily achieve operational targets and increase competitiveness. According to Harsuko, performance is the level of individual success in carrying out their role to support organizational strategy through abilities, attitudes, and work results (Suarni & Nurmansyah, 2025). Therefore, improving employee performance is a primary focus in human resource management so that organizations can survive and thrive amidst increasingly dynamic business competition (Nasution, 2020).

At PT. Soci Mas, improving employee performance remains a persistent challenge, as productivity demands increase. Initial observations revealed several issues that indicate suboptimal employee performance, such as work completion exceeding deadlines, a lack of initiative in problem-solving, and negligence in carrying out tasks. These conditions indicate that human resource potential is not being optimally utilized, necessitating the identification of factors influencing employee performance.

One factor believed to influence performance is work motivation. Motivation is an internal or external drive that drives someone to work enthusiastically to achieve organizational goals. Highly motivated employees tend to demonstrate greater responsibility, creativity, and commitment than those with low motivation (Soelistya et al., 2021). However, observations indicate that some employees still feel inadequately recognized for their contributions, resulting in low work enthusiasm. Previous research also indicates that motivation has a positive influence on employee performance (Suparman et al., 2023), making motivation an important variable to study in the context of PT. Soci Mas.

Besides motivation, employee well-being is also a factor that plays a role in improving performance. Well-being is not only related to financial compensation, but also includes work facilities, health insurance, security, and a supportive work environment. Employees who feel well-off will have a higher level of employee engagement, thus being motivated to deliver their best performance for the organization (Mahmud, 2015). However, observations indicate that there are still gaps in well-being aspects, such as differences in compensation, limited work facilities, and a work environment that is not entirely comfortable. These conditions have the potential to reduce employee productivity and loyalty to the company.

Another equally important factor is work morale. Work morale is a psychological state that drives individuals to work with enthusiasm, discipline, and responsibility in completing their work. Employees with high work morale tend to be more productive, creative, and able to collaborate in achieving organizational goals (Kristanti et al., 2023). Based on initial observations at PT. Soci Mas, employees were still found to be arriving late, delaying work completion, and showing little concern for achieving company goals. This phenomenon indicates that work morale still needs to be improved to optimally contribute to improving

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employee performance.

The phenomenon at PT. Soci Mas shows that despite the company's structured work system, employee performance still fluctuates. This is characterized by delays in work completion, low initiative in problem-solving, lack of motivation due to a lack of recognition, suboptimal employee welfare, and declining work morale reflected in low discipline and responsibility. These conditions indicate that improving employee performance is not only influenced by technical abilities, but also by psychological aspects and employee well-being.

This research is important because improving employee performance is a key factor in supporting the achievement of company goals. Understanding the influence of motivation, well-being, and work morale on employee performance will provide an empirical basis for PT. Soci Mas's management in formulating more effective human resource management policies. The research results are expected to serve as a reference in developing strategies to increase motivation, refine welfare programs, and develop a work culture that can boost work morale, thereby continuously improving the company's productivity and competitiveness.

Various previous studies have shown that motivation, well-being, and work morale have a positive influence on employee performance. However, these research results still show differences in the level of influence across various industrial sectors and organizational characteristics, so they cannot be generalized to all companies. Furthermore, most studies only examine one or two variables separately, while research that examines the influence of motivation, well-being, and work morale simultaneously on employee performance in an oleochemical industry company such as PT. Soci Mas is still relatively limited. Therefore, this study was conducted to fill this gap by providing empirical evidence regarding the influence of these three variables on employee performance at PT. Soci Mas as a basis for managerial decision-making.

Research Methods

This study uses a quantitative approach with an associative research type, which aims to analyze the influence of motivation, welfare, and work spirit on employee performance at PT. Soci Mas located at Jalan Pulau Irian No. 2, Medan Industrial Estate (KIM) I Mabar, Saentis, Percut Sei Tuan, Deli Serdang, North Sumatra. The study population was 83 permanent employees, with a total sampling technique so that the entire population was used as a research sample. Research data were obtained through the distribution of questionnaires as the main instrument supported by interviews, observations, documentation studies, and literature studies to obtain information relevant to the research variables.

Data analysis was performed using SPSS through descriptive analysis and multiple linear regression analysis. Prior to hypothesis testing, the data were tested using classical assumption tests, including normality, heteroscedasticity, multicollinearity, and autocorrelation tests, to ensure the regression model met statistical assumptions. Furthermore, hypothesis testing was performed using a t-test to determine the partial effect of each independent variable on employee performance, an F-test to examine the simultaneous effect, and a coefficient of determination (R^2) to measure the contribution of motivation, well-being, and work spirit in explaining variations in employee performance.

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Results and Discussion

Classical Assumption Test

A. Normality Test

Through the PP Plot Test graph analysis in Figure 5.1 below, the distribution of data points for motivation, well-being, work enthusiasm, and performance is seen to be spread around the diagonal line, thus meeting the assumption of normality. Therefore, the regression model is suitable for predicting the dependent variable based on its independent variables.

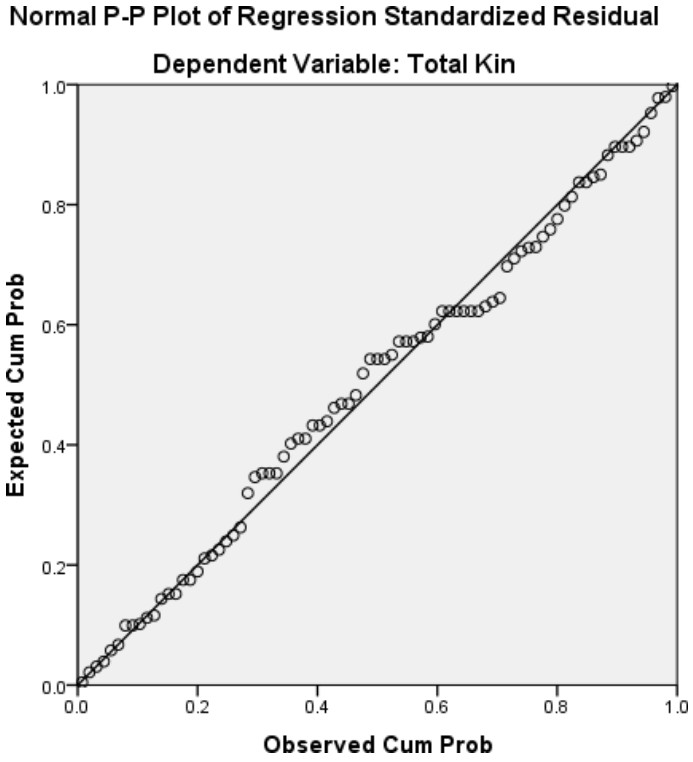
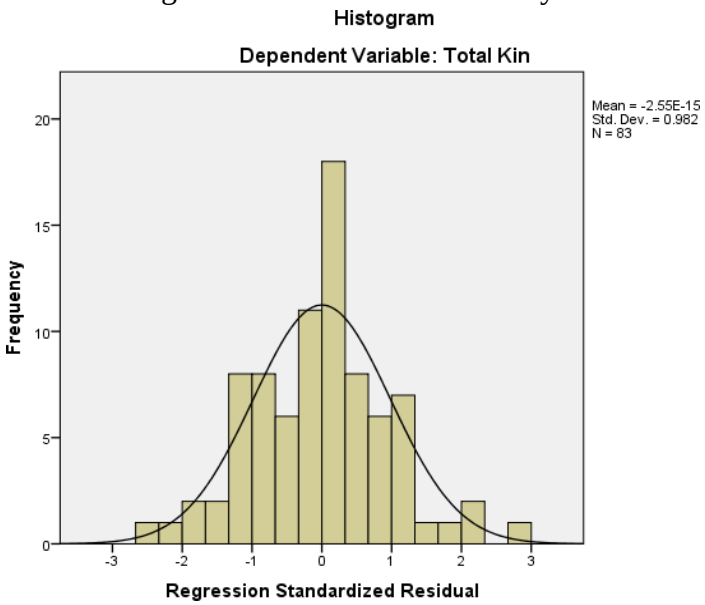


Figure 1. PP Plot Test Normality Test



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Figure 2. Histogram Graph

Furthermore, in Figure 2 above, it can be seen that the histogram graph has a normal distribution pattern that meets the assumption of normality, does not have a pattern that deviates to the left or right (skewness), and does not have a pattern that is too sharp or too flat (kurtosis).

B. Multicollinearity Test

Table 1. Multicollinearity Test Results

Model	Variables	Tolerance	VIF
1	(Constant)	-	-
1	Total Mot	0.226	4,422
1	Total Cases	0.180	5,562
1	Total Work	0.219	4,561

Source: SPSS 2026 Processing Results

Based on table 1 above, the tolerance value of all independent variables is greater than 0.10 and the VIF value is less than 10, so it can be concluded that multicollinearity does not occur.

C. Heteroscedasticity Test

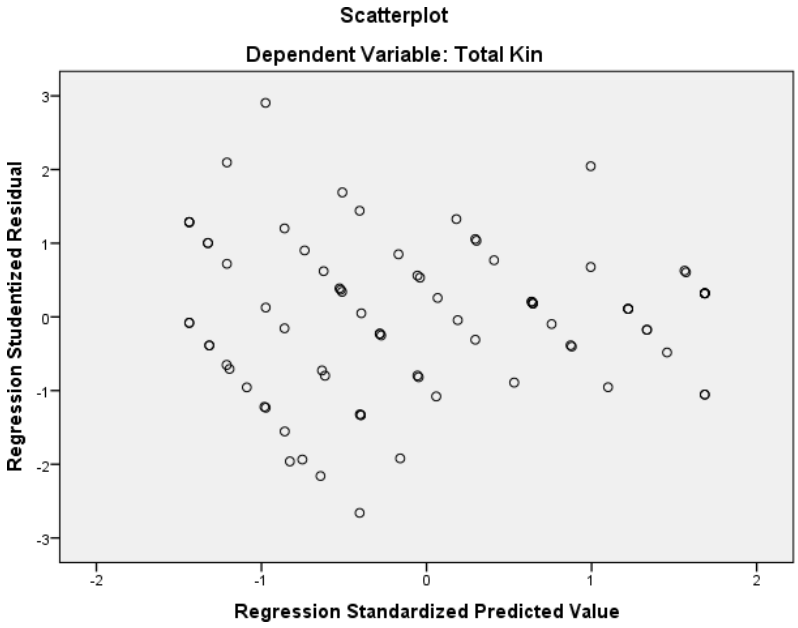


Figure 3. Scatterplot Graph of Heteroscedasticity Test

Figure 3 above shows that the data points are spread out, do not gather and form a pattern above and below the number 0 (Zero), so it can be concluded that there is no heteroscedasticity in the regression model.

Table 2. Durbin-Watson Test Results (DW Test)

Model Summary[b]

Model	df1	df2	Sig. F Change	Durbin-Watson
1	3	79[a]	0,000	2,082

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Source: SPSS 2026 Processing Results

Based on table 2 above, the Durbin-Watson value is 2.082. This value is compared with the Durbin-Watson value according to the table n = 83 and k = 3 (number of independent variables) which obtained the value of dl = 1.569 and du = 1.718. Thus, the calculated DW value in the table above is greater than the du value (2.082 > 1.718), so it can be concluded that there is no autocorrelation in the regression model, so the model is suitable for use.

Multiple Linear Regression Analysis

Based on the data processing shown in table 5.11 below in the output of the second column of section B (Unstandardized Coefficients), the multiple linear regression equation obtained is:

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + \varepsilon$$

$$Y = 2.470+0.207X1+0.417X2+0.223X3+\varepsilon$$

From this equation it can be explained as follows:

1. The constant value is 2.470, this indicates that if the variables of motivation, welfare and work enthusiasm are ignored, then performance has a value of 2.470.
2. The regression coefficient for motivation is 0.207, this shows that every 1 (one) point increase in motivation will increase performance by 20.7%.
3. The regression coefficient for the welfare variable is 0.417, this shows that every 1 (one) point increase in the welfare variable will increase performance by 41.7%.
4. The regression coefficient for the work enthusiasm variable is 0.223, this shows that every 1 (one) point increase in the work enthusiasm variable will increase performance by 22.3%.

The regression coefficient for the welfare variable has the highest value compared to the regression coefficients for motivation and work enthusiasm, at 0.417, or 41.7%. This value indicates that welfare has a dominant influence on performance.

Table 3. Multiple Linear Regression

Model	B	Std. Error	Beta	t	Sig.
(Constant)	2,470	1,144	-	2,160	0.034
Total Mot	0.207	0.057	0.319	3,633	0,000
Total Cases	0.417	0.096	0.428	4,336	0,000
Total Work	0.223	0.088	0.227	2,539	0.013

Source: SPSS 2026 Processing Results

t-Test (Partial)

Table 4. Partial Test Results

Model	B	Std. Error	Beta	t	Sig.
(Constant)	2,470	1,144	-	2,160	0.034
Total Mot	0.207	0.057	0.319	3,633	0,000
Total Cases	0.417	0.096	0.428	4,336	0,000

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Total Work	0.223	0.088	0.227	2,539	0.013

Source: SPSS 2026 Processing Results

Based on table 4 above, the t-count value of the motivation variable is 3.633. The t-count value is then compared with the t-table value at a 95% confidence level or α = 0.05 df 4:83, the value is 1.664. Thus, t-count > t-table (3.633 > 1.664) and the significance value is 0.000 <0.05, so H0 is accepted and H1 is rejected. It can be concluded that motivation has a positive and significant effect on performance. Furthermore, the t-count value of the welfare variable is 4.336. The t-count value is then compared with the t-table value at a 95% confidence level or α = 0.05 df 4:83, the value is 1.664. Thus, t-count > t-table (4.336 > 1.664) and the significance value is 0.000 <0.05, so H0 is accepted and H1 is rejected. It can be concluded that welfare has a positive and significant effect on performance. Furthermore, the t-value of the work spirit variable is 2.539. The t-value is then compared with the t-table value at a 95% confidence level or α = 0.05 df 4:83, which is 1.664. Thus, t-value > t-table (2.539 > 1.664) and a significance value of 0.013 < 0.05, so H0 is accepted and H1 is rejected. It can be concluded that work spirit has a positive and significant effect on performance.

F Test (Simultaneous)

Table 5. Simultaneous Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	273,931	3	91,310	164,224	0.000[b]
Residual	43,925	79	0.556	-	-
Total	317,855	82	-	-	-

Source: SPSS 2026 Processing Results

Based on table 5 above, the Fcount value is 164.224 and the significance value is 0.000b. With a confidence level of 95% or α = 0.05, df1 = k-1 (4-1 = 3) and df2 = nk (83-4 = 79), the Ftable value is 2.72. Thus, Fcount > Ftable (164.224 > 2.72) and the significance value is 0.000b < 0.05, so H0 is accepted and H1 is rejected. It can be concluded that simultaneously motivation, welfare and work enthusiasm have a positive and highly significant effect on performance.

Coefficient of Determination Test

Based on the coefficient of determination (R2) value, the magnitude of the influence of the variables of motivation, welfare and work enthusiasm on performance is known as follows:

Table 6. Results of the Determination Coefficient Test

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	R Square Change	F Change
1	0.928[a]	0.862	0.857	0.746	0.862	164,224

Source: SPSS Processing Results 2026

In table 6 above, the coefficient of determination value is 0.862, which shows that performance can be explained by changes in motivation, welfare and work enthusiasm by 86.2%, while the remaining 13.8% is influenced by other variables not analyzed in this study.

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Discussion

The Influence of Motivation on Employee Performance at PT. Soci Mas

Based on the data analysis, it can be concluded that motivation has a positive and significant influence on employee performance at PT. Soci Mas. This research finding is supported by the theory proposed by Steers (Suarni & Nurmansyah, 2025), which states that the relationship between motivation and employee performance can be seen from several factors that influence employee performance, including:

1. Abilities, personality, and work interests

Ability is a crucial factor in determining how effectively a person can perform a given task or job. This ability encompasses the knowledge, skills, and intelligence a person possesses to complete the tasks assigned by the organization. Without adequate ability, a worker will struggle to achieve the desired performance. Therefore, ability relevant to the job is a crucial basis for performance appraisal. Personality also plays a significant role in a person's performance. Each individual has psychological characteristics that shape how they interact with others and navigate work situations. For example, workers with open and communicative personalities tend to be better able to work in teams and complete tasks involving many people. On the other hand, individuals who are more introverted or withdrawn may struggle in jobs that require a lot of social interaction. Work interest can also impact performance. When someone has a strong interest in their work, they tend to be more enthusiastic and productive in completing their tasks. High work interest motivates individuals to perform better and strive to achieve organizational goals. This interest is often related to the match between the work performed and the employee's personal values and desires.

2. Role Clarity and Acceptance

Role clarity refers to the extent to which an employee understands the tasks assigned to them and their expected role within the organization. When someone clearly understands what is expected and the purpose of the job, it is easier to work focused and productively. Conversely, a lack of role clarity can lead to employee confusion, leaving them unsure of what to do, and ultimately negatively impacting their performance. Role acceptance, on the other hand, relates to the extent to which an employee accepts and feels comfortable with the assigned tasks. This acceptance is crucial because if an employee does not accept or feel comfortable with their role, they will be less committed to completing it. Therefore, good organization by assigning clear tasks and roles can improve employee performance.

3. Employee Motivation Level

Motivation is a crucial factor in improving performance. Motivation acts as a driving force that directs and sustains a person's behavior toward achieving organizational goals. When an employee is highly motivated, they are more eager to perform their tasks to the best of their ability. This motivation can come from various sources, including intrinsic motivation (from within oneself, such as a sense of personal accomplishment) and extrinsic motivation (from outside oneself, such as rewards or salary). High motivation makes an individual

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more resilient to obstacles and difficulties they may encounter at work. Therefore, organizations need to create a work environment that motivates employees to high performance, through rewards, recognition, and opportunities for development.

The results of this study are supported by research conducted by Septiadi et al. (2024) on the influence of motivation on employee performance. Based on these findings, it was concluded that an employee's motivation significantly influences their performance.

The Influence of Welfare on Employee Performance at PT. Soci Mas

Based on the data analysis, it can be concluded that employee welfare has a positive and significant influence on employee performance at PT. Soci Mas. This research finding is supported by the theory proposed by Vera Clara (2023: 153-154), which states that ensuring employee welfare has an impact on their performance, including:

1. Loyalty in the workplace

   When employees are satisfied with their jobs, they are more committed to their employers. When an organization values its employees by providing adequate benefits and protections, those employees will reciprocate by respecting the company by providing high-quality work. If no other organization offers the same benefits, employees will regret leaving. This is the final factor in ensuring loyalty.

2. Quality of implementation

   As mentioned above, providing employees with appropriate responsibilities and benefits will undoubtedly improve their work performance. Employees will strive to deliver high-quality work in exchange for the benefits offered by their employer. Many workers strive for excellence because they know it will lead them to advancement within the company.

3. Worker caliber

   Employee quality is also influenced by benefits. Workers engage in constructive competition and continuously improve their skills. Ultimately, this will result in a more qualified workforce. Consider future professional growth in addition to immediate concerns like salary and industry competitiveness. The level of well-being in the workplace affects many factors for workers, from work quality and productivity to loyalty and engagement. Providing well-being to your employees can foster growth and prosperity. The results of this study are supported by research conducted by Ulviah & Hamdan (2024) and Yusdiansyah (2022), which found that well-being has a significant impact on improving employee performance.

The Influence of Work Morale on PT Employee Performance. Soci Mas

Based on the results of data analysis, it can be concluded that work enthusiasm has a positive and significant influence on the performance of PT. Soci Mas employees. A leader must have a way or solution to spur the enthusiasm and work motivation of his subordinates. This is needed because with work enthusiasm, employees will be motivated to be more productive., Employee work enthusiasm is very important for the organization, because it has

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a positive contribution to an organization, such as; a) Workers or employees who work diligently, optimistically and have a sense of joy or high interest, with something new, do not give up easily, and have high creativity will realize various innovations in work, b) The level of absence and absence will be reduced, so that discipline and responsibility will be realized in work. c) The implementation of work is carried out effectively, according to time and realizes maximum service and achievement of targets. d) In working, workers feel happy, happy, sincere and responsible, finally by obtaining satisfaction in work, the possibility of employee turnover can be minimized to a minimum. e) Reducing or minimizing errors and mistakes in work so that company goals can be achieved effectively and efficiently. The results of this study are supported by the results of research conducted by (Sarumaha et al., 2021) regarding work enthusiasm and its influence on employee performance, which shows that work enthusiasm has a significant contribution to employee performance.

The Influence of Motivation, Welfare, and Work Morale on Employee Performance at PT. Soci Mas

Based on the results of the data analysis, it can be concluded that motivation, welfare, and work enthusiasm simultaneously have a positive and very significant influence on the performance of PT. Soci Mas employees. The results of this study are supported by the theory put forward by (Suryani & John, 2018), namely that when viewed from the type of human resource management practice activities in general, it can be underlined that these activities involve recruitment to termination of employment. In it, including the activities of compiling job analysis, recruitment, selection, and placement, then successively the payroll function, performance appraisal, training and development, career management, fostering interpersonal relationships (employee relationships), and designing various quality of working life programs. However, the most important thing is to be adapted to the circumstances of the organization because if the implementation of good human resource management practices will be able to play an important role in contributing to management and organization, as well as innovation through the ability of employees to use knowledge to achieve the ultimate goals of the organization.

The results of this study are supported by research conducted by (Nasution, 2020) and (Dewi et al., 2021) on motivation, well-being, and work enthusiasm on employee performance, which concluded that motivation, well-being, and work enthusiasm simultaneously have a positive and significant effect on employee performance. This means that increasing these three independent variables will provide opportunities for improved performance.

Conclusion

Based on the results of the study on the influence of motivation, welfare, and work spirit on the performance of PT. Soci Mas employees, it can be concluded that motivation, welfare, and work spirit partially have a positive and significant effect on employee performance. In addition, these three variables simultaneously also have a positive and very significant effect on the performance of PT. Soci Mas employees. The results of this study indicate that increasing motivation, welfare, and work spirit will have an impact on improving employee performance, so these three factors are important aspects that need to be considered by companies in their

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efforts to increase productivity and achieve organizational goals.

Based on the research results, companies are advised to improve employee motivation, well-being, and work enthusiasm by giving them trust in completing their work, appreciating their work performance, providing adequate sports facilities and health insurance, adjusting task delegation to employee capabilities, and building harmonious working relationships between leaders and employees as well as among employees. Furthermore, companies need to conduct regular performance evaluations and provide rewards to employees who are able to complete additional tasks as an effort to encourage continuous performance improvement.

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