



SYNERGY OF WELFARE AND JOB SATISFACTION: TRANSFORMATION OF EMPLOYEE PERFORMANCE AMONG THE KITCHEN STAFF OF THE NUTRITION SERVICE UNIT (SPPG) AT SPPG JELUPANG 02, SOUTH TANGERANG CITY

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Abstract

Employee Performance Research is one of the important factors in supporting the success of an organization in achieving its goals. Employee welfare and job satisfaction are aspects that play a role in improving performance, especially in organizations engaged in nutrition fulfillment services. This study aims to analyze welfare and job satisfaction in improving employee performance in the Kitchen Staff of the Nutrition Fulfillment Service Unit (SPPG) Jelupang 02, South Tangerang City. The research uses a qualitative descriptive approach through interviews, observation, documentation, SWOT analysis, and Quantitative Strategic Planning Matrix (QSPM) techniques. The results of the study show that employee well-being and job satisfaction make a positive contribution to improving employee performance. The results of the SWOT analysis placed SPPG Jelupang 02 in Quadrant I (Growth Strategy), which shows that the organization has greater strengths and opportunities than weaknesses and threats. QSPM analysis shows that the priority strategy to be implemented is to improve employee competencies through training programs and human resource development. Therefore, improving welfare, improving work facilities, strengthening communication, and developing competencies sustainably is expected to improve employee performance optimally.

Keywords: Employee Well-Being, Job Satisfaction, Employee Performance, SWOT, QSPM.

INTRODUCTION

Improving the Free Nutritious Food Program (MBG) is one of the Indonesian government's strategic initiatives aimed at improving community nutrition, particularly for students, by providing safe and nutritious meals. The success of this program depends not only on adequate facilities and infrastructure but also on the quality of human resources involved in its implementation. Therefore, employee performance plays an important role in ensuring effective and sustainable program delivery.

The Nutrition Service Fulfillment Unit (SPPG) Jelupang 02, South Tangerang City, is responsible for food preparation, processing, packaging, and distribution. In carrying out these activities, the organization faces several challenges, including increased workloads, limited work facilities, and the need to improve employee competencies. These conditions may affect employee welfare, job satisfaction, and ultimately employee performance.

Employee welfare and job satisfaction are essential factors in improving motivation, productivity, and organizational performance. Based on observations and interviews conducted at SPPG Jelupang 02, employee welfare and job satisfaction are generally considered good. However, improvements in work facilities, competency development, and workload management are still needed. The SWOT analysis places the organization in **Quadrant I (Growth Strategy)**. In contrast, the QSPM analysis identifies employee training and competency development as the highest-priority strategy to enhance employee welfare, job satisfaction, and performance.

LITERATURE REVIEW

Employee Welfare

Employee welfare refers to the provision of financial and non-financial benefits designed to improve employees' quality of life, work motivation, and organizational commitment. Welfare programs such as compensation, incentives, health benefits, and supportive working conditions contribute to employees' well-being and productivity. Adequate welfare encourages employees to perform their duties more effectively and supports organizational goals. According to Sicillia, Sunarto, and Kencana (2024), employee welfare through fair compensation significantly influences employees' perceptions of their work and contributes to higher levels of job satisfaction.

Job Satisfaction

Job satisfaction is a positive emotional state resulting from employees' evaluation of their job experiences and work conditions. Employees who are satisfied with their jobs tend to exhibit stronger commitment, higher motivation, and greater willingness to contribute to organizational success. Job satisfaction is influenced by compensation, recognition, working environment, and opportunities for development. Sicillia et al. (2024) state that compensation and motivation are important factors in shaping employee job satisfaction, which in turn affects organizational effectiveness and employee retention.

Employee Performance

Employee performance refers to the degree to which employees successfully accomplish assigned tasks and achieve organizational objectives. Performance is influenced by various factors, including motivation, leadership, competencies, and professional development. High-performing employees demonstrate efficiency, responsibility, and commitment to organizational goals. According to Sunarto (2020a), leadership and motivation have a significant role in improving employee performance. Furthermore, Sunarto (2020b) emphasizes that continuous human resource development and innovation are essential for enhancing employee competencies and sustaining performance in a dynamic work environment.

METHOD

This study uses a qualitative approach with a descriptive method. According to Sugiyono (2022:9), qualitative research aims to understand in depth phenomena based on natural conditions. The research was conducted at the Nutrition Service Fulfillment Unit (SPPG) Jelupang 02, South Tangerang City, using data collection techniques such as interviews, observations, and documentation. Data analysis is carried out through the stages of data reduction, data presentation, and conclusion drawn, as described by Matthew B. Miles, A. Michael Huberman, and Johnny Saldaña

(2020:8). Furthermore, the data is analyzed using SWOT analysis to identify internal and external factors of the organization, and then prioritized using the Quantitative Strategic Planning Matrix (QSPM) to determine strategies to improve employee well-being, job satisfaction, and performance.

RESULTS AND DISCUSSION

Based on the results of interviews, observations, and documentation conducted by researchers, various internal and external factors were found that affected employee welfare, job satisfaction, and employee performance at SPPG Jelupang 02. To gain a deeper understanding of the condition of the organization, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted. SWOT analysis is used to identify an organization's strengths, weaknesses, opportunities, and threats as a basis for determining the organization's future development strategy.

The following are the results of the SWOT analysis obtained based on the research conducted:

Table 1 SWOT Analysis

STRUCTURE	STRENGTH(S)	DISADVANTAGES (W)
IFAS	1. Have leaders who care about employee well-being	1. Some work facilities still need to be improved.
	2. The working relationship between employees is harmonious and solid.	2. The workload increases at certain times.
	3. The working environment is comfortable and conducive.	3. Competency development and training still need to be improved.
EFAS		
OPPORTUNITY (O)	SO STRATEGY	WO STRATEGY
1. Support for government programs in nutrition fulfillment services.	1. Utilizing harmonious working relationships to improve service quality.	1. Improving work facilities to support employee productivity.
2. Opportunities for human resource development through training and coaching.	2. Improve welfare and job satisfaction to maintain employee performance.	2. Optimizing employee training programs and competency development.
3. Increasing needs for community nutrition fulfillment services.	3. Utilize government support for organizational development.	3. Increase work effectiveness through more optimal division of tasks.
THREAT (T)	ST STRATEGY	WT STRATEGY
1. High demands for service quality to the community.	1. Strengthen coordination and cooperation between divisions.	1. Conduct periodic performance evaluations.

2. Rapid changes in operational needs.	2. Improving the competence of human resources to be able to face change.	2. Increase employee readiness to face operational changes.
3. Potential for work fatigue due to high work volume.	3. Maintain a comfortable and conducive working environment.	3. Tailor workloads to the capabilities of available resources.

Source: Data processed by researchers in 2026

Quadrant Weight Indicator

Weighting is given to each indicator based on the level of influence and the level of importance of these factors on the condition of the organization. The greater the influence of a factor on employee welfare, job satisfaction, and employee performance, the greater the weight given. The total weight of each group of SWOT factors is set at 1.00 or 100% so it can be used as a basis for calculating weighted values at the next stage of SWOT analysis.

Table 2 Quadrant Weight Indicator

Nope.	INDICATORS	WEIGHT
1	STRENGTH(S)	01.00
a.	Employee welfare is quite good.	0,2
b.	High employee job satisfaction.	0,25
c.	Harmonious working relationships between employees.	0,2
d.	Leadership's support and attention to employees.	0,15
e.	Good Teamwork in SPPG operations.	0,2
	Quantity	01.00
Nope.	INDICATORS	WEIGHT
2	DISADVANTAGES (W)	01.00
a.	Some work facilities still need improvement.	0,4
b.	Workload increases at certain operational times.	0,3
c.	Competency development and employee training are still limited.	0,3
	Quantity	01.00
Nope.	INDICATORS	WEIGHT
3	OPPORTUNITY (O)	01.00
a.	Support for government programs in nutrition fulfillment services.	0,35
b.	Opportunities to improve human resource competencies through training.	0,3
c.	The increasing need for community nutrition services.	0,35
	Quantity	01.00
NO	INDICATORS	WEIGHT
4	THREAT (T)	01.00
a.	The demand for service quality is getting higher.	0,35

Nope.	INDICATORS	WEIGHT
b.	Rapid changes in operational needs.	0,3
c.	Potential for work fatigue due to high volume of work.	0,35
	Quantity	01.00

Source: Data processed by researchers in 2026

Total Indicator Score

Based on the results of interviews, observations, and documentation conducted at SPPG Jelupang 02 South Tangerang City, the researcher gave a score to each SWOT indicator based on the actual conditions found in the field. Scoring is carried out using a score range of 1 to 5, where the higher the score indicates that the factor is more dominant and has a greater influence on the organization. Conversely, the lower the score indicates that the factor still needs attention and improvement.

Table 3: Total Score of each Indicator

Nope.	INDICATORS	SCORE
1	STRENGTH(S)	
a.	Employee welfare is quite good.	4
b.	High employee job satisfaction.	5
c.	Harmonious working relationships between employees.	4
d.	Leadership's support and attention to employees.	4
e.	Good Teamwork in SPPG operations.	5
2	DISADVANTAGES (W)	
a.	Some work facilities still need improvement.	3
b.	Workload increases at certain operational times.	3
c.	Competency development and employee training are still limited.	2
3	OPPORTUNITY (O)	
a.	Support for government programs in nutrition fulfillment services.	4
b.	Opportunities to improve human resource competencies through training.	4
c.	The increasing need for community nutrition services.	5
4	THREAT (T)	
a.	The demand for service quality is getting higher.	3
b.	Rapid changes in operational needs.	3
c.	Potential for work fatigue due to high volume of work.	2

Source: Data processed by researchers in 2026

Total Weighted Value

Based on Table 4. The weighted value is obtained by multiplying the weight and score for each SWOT indicator. The weighted value calculation was carried out to determine the level of contribution of each indicator to the internal and external conditions of SPPG Jelupang 02, South

Tangerang City. The greater the weighted value obtained, the greater the influence of these indicators on the organization. According to Rangkuti (2016), weighted values in SWOT analysis are obtained through the formula:

Weighted Value = Weight × Score namely:

Table 4 Total Weighted Value

NO	INDICATORS	WEIGHT	SCORE	WEIGHTED VALUE
1	STRENGTH(S)	01.00		
a.	Employee welfare is quite good.	0,2	4	0,8
b.	High employee job satisfaction.	0,25	5	1,25
c.	Harmonious working relationships between employees.	0,2	4	0,8
d.	Leadership's support and attention to employees.	0,15	4	0,6
e.	Good Teamwork in SPPG operations.	0,2	5	1
	Total Strength			4,45
2	DISADVANTAGES (W)	01.00		
a.	Some work facilities still need improvement.	0,4	3	1,2
b.	Workload increases at certain operational times.	0,3	3	0,9
c.	Competency development and employee training are still limited.	0,3	2	0,6
	Total Drawbacks			2,7
	Number of Internal Factors			7,15
3	OPPORTUNITY (O)	01.00		
a.	Support for government programs in nutrition fulfillment services.	0,35	4	1,4
b.	Opportunities to improve human resource competencies through training.	0,3	4	1,2
c.	The increasing need for community nutrition services.	0,35	5	1,75
	Number of Opportunities			4,35
4	THREAT (T)	01.00		
a.	The demand for service quality is getting higher.	0,35	3	1,05
b.	Rapid changes in operational needs.	0,3	3	0,9
c.	Potential for work fatigue due to high volume of work.	0,35	2	0,7
	Number of Threats			2,65
	Number of External Factors			7

Source: Data processed by researchers in 2026

Weighted Value Recapitulation

Strength-Weighted Value = 4.45

Weighted Value Weakness = 2.70

Positive Difference = 1.75

Weighted Value Odds = 4.35

Threat-Weighted Value = 2.65

Positive Difference = 1.70

QSPM Calculation

Description: TAS = *Total Attraction Score*

The Total Attractiveness Score (TAS) value contained in Table 5 is obtained through the process of assessing the level of attractiveness of each alternative strategy based on previously analyzed SWOT factors. The assessment is carried out by considering all factors of strength, weakness, opportunity, and threat owned by SPPG Jelupang 02 South Tangerang City. Each strategy is assessed based on its ability to leverage available strengths and opportunities and its ability to address the weaknesses and threats faced by the organization.

Table 5 QSPM Calculation

No	Alternative Strategies	BAG
1	Improve employee training and competency development programs	18,2
2	Improve employee welfare through improved work facilities	17,8
3	Improve communication and leadership attention to employees	17,1
4	Optimize Teamwork between divisions	16,9
5	Adjust workload sharing to be more effective	16,4
6	Utilizing government programs for human resource development	15,8
7	Maintain a harmonious working relationship between employees	15,3

Source: Data processed by researchers in 2026

Employee Performance Improvement Strategy

Based on the results of SWOT and QSPM analysis, several strategies were obtained that can be applied to improve employee welfare, job satisfaction, and performance at SPPG Jelupang 02 South Tangerang City, which are as follows.

1. Improving Training Programs and Competency Development

Training programs are provided to improve employees' knowledge, skills, and abilities so they can carry out their work effectively in accordance with operational standards.



Figure 1. Employee Training

2. Improving Work Facilities

Providing adequate work facilities will create a more comfortable work environment, improving employees' welfare and productivity.



Figure 2. Work facilities

3. Improve Communication and Coordination

Good communication between leaders and employees as well as coordination between divisions will streamline operational processes and reduce errors in the execution of work.

4. Optimizing Teamwork

Cooperation between employees needs to be continuously improved so that every process of preparation, processing, and distribution of food can run according to the target.



Figure 3. Teamwork

5. Government Utilization Program

The support of the Free Nutritious Meal Program (MBG) is an opportunity for SPPG Jelupang 02 to improve the quality of service through human resource development and improvement of operational facilities.

6. Priority Strategy Based on QSPM

The results of the QSPM analysis show that the priority strategy is to improve employee training and competency development programs because it obtains the highest Total Attractiveness Score (TAS). This strategy is prioritized because it is considered the most effective in improving employee welfare, job satisfaction, and performance at SPPG Jelupang 02 South Tangerang City.

CONCLUSION

Based on the findings of this study, it can be concluded that employee welfare and job satisfaction play a crucial role in enhancing the performance of Kitchen Staff at the Nutrition Fulfillment Service Unit (SPPG) Jelupang 02, South Tangerang City. Employees who receive adequate welfare support and experience higher levels of job satisfaction are more motivated, committed, and productive in performing their responsibilities. These factors contribute to improved service quality, operational efficiency, and the achievement of organizational objectives. The SWOT analysis further indicates that the organization is positioned in Quadrant I (Growth Strategy), demonstrating that it possesses substantial internal strengths and favorable external opportunities to support sustainable organizational development.

The results of the Quantitative Strategic Planning Matrix (QSPM) identify the enhancement of employee training programs and competency development as the highest strategic priority for improving organizational performance. This strategy should be complemented by upgrading workplace facilities and strengthening internal communication to create a more supportive work environment. Implementing these priority initiatives is expected to enhance employees' knowledge, skills, and motivation while increasing their welfare and job satisfaction. Ultimately, these improvements will contribute to sustainable employee performance, higher service quality, and the long-term effectiveness of the Nutrition Fulfillment Service Unit (SPPG) Jelupang 02.

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