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The Effect of Welfare and Education Level on Personnel Performance in the Medical and Health Field of the West Java Regional Police

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Abstract: This study aims to determine and analyze the influence of welfare on personnel performance, the influence of education level on personnel performance, and the influence of both simultaneously on personnel performance in the Medical and Health Division (BIDOKKES) of the West Java Regional Police. The focus of this study is very relevant because the performance of BIDOKKES personnel is not only determined by technical competence, but is also influenced by the level of welfare and educational background of each personnel in carrying out police health service duties. The type of research used is quantitative research, namely research that utilizes numerical data to examine the relationship between variables objectively and measurably. In addition, this study is also supplemented with qualitative data, such as statements in questionnaires, consultation results, and short interviews with informants, to provide additional context regarding empirical conditions in the field. The population of this study consisted of 83 BIDOKKES personnel of the West Java Regional Police, and the entire population was used as respondents through a total sampling technique. Hypothesis testing was conducted using SPSS Version 29 software, which is capable of analyzing variable relationships with a high level of accuracy. The results showed that welfare (X1) and education level (X2) had a positive and significant effect on personnel performance (Y) partially. The R-Square value of 0.424, or 42.4%, indicates that personnel performance can be explained by these two variables, while the remaining 57.6% is influenced by other factors not examined. This finding opens up opportunities for further research to examine additional variables such as motivation, work experience, or work environment, to obtain a more comprehensive picture of the factors influencing BIDOKKES personnel performance.

Keyword: Welfare, Education Level, Personnel Performance, Medical and Health Sector, West Java Regional Police.

INTRODUCTION

Personnel performance is a key element in determining the effectiveness and quality of an organization's services, including within the Indonesian National Police. In the context of public services that increasingly demand speed, accuracy, and professionalism, performance is no longer understood merely as the fulfillment of administrative duties, but rather as the ability of personnel to provide optimal and sustainable services. In the Medical and Health Division of the West Java Regional Police, the role of personnel is highly strategic because it is directly related to health services, emergency response, and medical support for all members of the National Police. Therefore, the performance of Biddokkes personnel is a crucial factor in maintaining the readiness and effectiveness of the police institution as a whole.

Personnel performance does not stand alone but is influenced by various internal organizational factors, one of which is well-being. Well-being encompasses financial, physical, psychological, and social aspects, which play a crucial role in shaping employee motivation, job satisfaction, and emotional stability. Personnel who feel well-being tend to have lower stress levels, higher commitment, and better ability to perform tasks that require precision and high responsibility. Within the Health Services Department, well-being is also related to working conditions in healthcare facilities, psychological support, and health insurance for personnel who frequently face high occupational risks.

In addition to well-being, education level is a fundamental factor influencing personnel performance. Education is not only understood as a formal level of education, but also encompasses professional competencies acquired through training, continuing education, and ongoing skills development. Personnel with adequate education have better analytical skills, a more systematic mastery of work procedures, and are prepared to face technological developments and ever-changing healthcare standards. In the context of police medical services, a good level of education is a crucial prerequisite for ensuring service quality, patient safety, and accurate decision-making.

Well-being and education have a complementary relationship in shaping optimal personnel performance. Well-being provides motivational support and psychological stability, while education enhances intellectual capacity and work professionalism. The combination of these two factors is expected to produce personnel who are not only technically competent but also highly dedicated and responsible for their healthcare duties. However, empirical studies specifically examining the influence of well-being and education on personnel performance within the West Java Regional Police's Health Medical Unit are still relatively limited, so more in-depth research is needed to fill this gap.

Improving the performance of Biddokkes personnel not only impacts the effectiveness of internal services for Polri members but also impacts the image and public trust in the police institution. Prosperous and well-educated personnel are more likely to work professionally, minimize errors, and provide safe and high-quality healthcare. Therefore, the performance of Biddokkes personnel has a strategic dimension that extends beyond operational aspects to the quality of public services and the accountability of the police institution at the regional level.

Based on the above description, it can be concluded that welfare and education level are important factors that influence the performance of personnel in the West Java Regional Police Medical and Health Unit. Optimal performance can only be achieved if the organization is able to manage these two factors in an integrated manner through appropriate human resource policies. Therefore, this study, entitled "The Effect of Welfare and Education Level on Personnel Performance in the Medical and Health Unit of the West Java Regional Police," aims to analyze the relationship between these variables and provide strategic recommendations for improving the performance and quality of health services within the police force.

Personnel Welfare

Personnel welfare is an important concept in human resource management related to organizational efforts to meet the physical, psychological, social, and economic needs of employees. Hasibuan states that occupational welfare is a complementary reward provided by organizations to employees in the form of facilities, services, and guarantees aimed at increasing work enthusiasm and loyalty. This view is in line with Mangkunegara, who emphasized that welfare creates a sense of security and comfort so that employees can work optimally. Meanwhile, Mathis and Jackson explain that welfare programs function as a strategic organizational tool to maintain workforce stability and increase job satisfaction. In the context of public service organizations such as the police, welfare is a crucial factor because it is directly related to the mental and physical readiness of personnel in carrying out high-risk tasks.

Well-being is also closely linked to work motivation and the psychological well-being of employees. Maslow's hierarchy of needs theory explains that physiological and safety needs are basic needs that must be met before individuals can achieve self-actualization at work. Herzberg, through his two-factor theory, positions well-being as a hygiene factor that plays a crucial role in preventing job dissatisfaction. If well-being is not met, the potential for performance decline increases. Gibson, Ivancevich, and Donnelly emphasize that adequate well-being can reduce work stress and improve work-life balance, enabling employees to work with greater concentration and emotional resilience.

Within the Medical and Health Division of the West Java Regional Police, well-being has a more complex dimension due to its relationship to medical work risks, emergency workloads, and high demands for professionalism. Armstrong and Taylor state that occupational well-being is an integral part of a human resource management strategy oriented towards sustainable performance. Wibowo also emphasizes that well-being impacts not only individuals but also the performance of teams and the organization as a whole. Thus, personnel well-being can be understood as a strategic factor that influences performance by increasing motivation, job satisfaction, and commitment to the organization.

Level of education

Education level is an indicator of human resource quality, reflecting an individual's cognitive abilities, skills, and readiness to perform work tasks. According to Dessler, education is an organization's long-term investment in improving employee competence and competitiveness. This view is reinforced by Robbins and Judge, who state that education level influences analytical skills, decision-making, and adaptation to changes in the work environment. In healthcare organizations, education is a key foundation in ensuring the accuracy, safety, and quality of services provided to users.

Education is also closely related to the acquisition of professional knowledge and skills. Becker, through his human capital theory, explains that education increases an individual's economic value by expanding their productive capacity and work effectiveness. Siagian emphasized that employees with higher levels of education tend to grasp work procedures more quickly, have systematic thinking skills, and are able to solve problems rationally. Furthermore, Mangkunegara stated that a good education strengthens professionalism and work ethics, which are essential in work environments that demand high levels of precision and responsibility, such as the field of police medicine.

In the context of the West Java Regional Police's Medical and Health Unit, education level is not only related to formal education but also to ongoing education and training that support the development of medical and health administration competencies. Armstrong emphasized that modern organizations must encourage continuous learning so that employees can adapt to technological and regulatory developments. Meanwhile, Noe stated that education and training play a crucial role in improving performance by enhancing employee competence and confidence. Thus, education level can be understood as a key factor influencing personnel

performance by increasing intellectual capacity, professionalism, and readiness to face complex work demands.

Personnel Performance

Personnel performance is the work results achieved by individuals in accordance with their roles and responsibilities within the organization. Mangkunegara defines performance as the quality and quantity of work results achieved by an individual in carrying out their duties. This definition aligns with Rivai's, who views performance as the level of employee success in completing work according to established standards. In public service organizations, performance is measured not only by output but also by service quality, adherence to procedures, and work ethics.

Performance is influenced by various internal and external factors. Gibson, Ivancevich, and Donnelly suggest that performance is influenced by ability, motivation, and the work environment. Meanwhile, Mathis and Jackson state that performance is a function of individual ability, effort, and organizational support. Wibowo added that performance cannot be separated from a performance management system that encompasses planning, implementation, evaluation, and feedback. In the context of Biddokkes, personnel performance reflects the ability to provide appropriate, fast, and safe health services to members of the Indonesian National Police (Polri).

Personnel performance also has strategic implications for organizational success. Armstrong and Baron emphasize that high performance directly contributes to the achievement of organizational goals and increased stakeholder trust. Robbins and Judge state that good individual performance will shape the performance of the team and the organization as a whole. Therefore, personnel performance in the Medical and Health Division of the West Java Regional Police can be understood as the result of a synergy between welfare, education level, motivation, and organizational support, which together determine the effectiveness of health services and the professionalism of the police institution.

METHOD

Types Of Research

This study uses a quantitative approach with a survey method, which aims to examine the relationship and influence between variables empirically and measurably. The quantitative approach was chosen because this study focuses on hypothesis testing based on numerical data analyzed using statistical techniques. According to Sugiyono, quantitative research is a method based on the philosophy of positivism and is used to examine specific populations or samples with standardized research instruments.

Creswell also emphasized that a quantitative approach is appropriate when researchers want to identify the influence of independent variables on dependent variables objectively and systematically. This study is explanatory research because it aims to explain the causal relationship between welfare and education level on personnel performance, as stated by Sekaran and Bougie that explanatory research is used to test theories and causal relationships between variables.

Population and Sample

The population in this study was all personnel in the Medical and Health Division of the West Java Regional Police, totaling eighty-three personnel. Given the relatively small population, the sampling technique used was a saturated or census sampling technique, where all members of the population were used as research samples.

Sugiyono explained that saturated sampling is used when the population is less than one hundred, so that the entire population can be used as respondents to obtain more representative data. Thus, the sample size in this study was eighty-three respondents, who are expected to

provide a comprehensive picture of the welfare conditions, education levels, and performance of personnel in the Medical and Health Division of the West Java Regional Police.

Method of collecting data

The data collection method in this study was carried out by distributing questionnaires to all respondents. The questionnaire was chosen as the data collection instrument because it is able to measure respondents' perceptions, attitudes, and assessments of the variables studied in an efficient and structured manner. According to Sugiyono, a questionnaire is a data collection technique carried out by providing a set of written questions to respondents to answer.

Sekaran and Bougie stated that questionnaires are very effective for use in quantitative research because they can produce data that can be processed statistically. The questionnaire in this study was compiled using a Likert scale with several alternative answers, allowing respondents to state their level of agreement with statements related to welfare, education level, and personnel performance.

Research Instruments

The research instrument used in this study was a questionnaire compiled based on indicators for each research variable. The welfare variable was measured using indicators reflecting financial well-being, work facilities, health insurance, and psychological support. The education level variable was measured using indicators of formal education level, relevance of education to work, and participation in education and training.

Meanwhile, the personnel performance variable was measured using indicators of work quality, work quantity, punctuality, responsibility, and work discipline. According to Mangkunegara, performance measurement must be based on indicators relevant to employee duties and responsibilities. All research instruments were tested for validity and reliability to ensure that the measuring instruments used were able to produce accurate and consistent data.

Data Analysis Methods

The data analysis method in this study used the Statistical Package for the Social Sciences (SPSS) software version twenty-nine. Data analysis was carried out in stages, starting with descriptive statistical analysis to describe the characteristics of respondents and the distribution of questionnaire responses. Next, instrument validity and reliability tests were conducted to ensure the feasibility of the research data.

Classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were conducted as prerequisites for regression analysis. To examine the effect of welfare and education level on personnel performance, multiple linear regression analysis was used. According to Ghozali, multiple linear regression is used to determine the magnitude of the influence of two or more independent variables on one dependent variable. The results of this analysis are expected to provide empirical evidence regarding the effect of welfare and education level on personnel performance in the Medical and Health Division of the West Java Regional Police.

Validity Testing

$$r_{xy} = \frac{n(\sum XY) - (\sum X)(\sum Y)}{\sqrt{n(\sum X^2) - (\sum X)^2} \cdot \sqrt{n(\sum Y^2) - (\sum Y)^2}}$$

The basis for decision making in validity testing is as follows : 1)If the r value is positive and the r result is > r table , then the item or variable is valid. 2)If the r value is negative and r result < r table or r result is negative > r table then the item or variable is invalid.

A questionnaire is declared valid if the r value obtained from the calculation results (r_{xy}) is greater than the table r value (5%).

Instrument Reliability Test

According to Arikunto (2020:221), reliability refers to the degree to which an instrument is sufficiently reliable to be used using the Cronbach's Alpha formula. The formula used in this reliability test is as follows:

$$r_1 = \left[\frac{k}{(k-1)} \right] \left[\frac{S_t^2 - \sum p_i q_i}{S_t^2} \right]$$

The basis for decision making in the reliability test in this study is as follows: 1)If the r alpha value is positive and r alpha > r table , then the item or variable is reliable. 2)If the r alpha value is negative and r alpha < r table or r alpha is negative > r table , then the item or variable is not reliable.

Multiple Regression Analysis

Sugiyono (2019:277) proposed multiple linear regression analysis used to make predictions, how the value of a variable changes dependent if the value of the independent variable is increased or decreased. This analysis is used by involving two or more independent variables. between the dependent variable (Y) and the independent variables (X₁ , and X₂), This method is used to determine the strength of the influence between several factors. independent variables simultaneously with the dependent variable

$$\mu_{Y/X_1, X_2, \dots, X_n} = A + B_1X_1 + B_2X_2 + \dots + B_nX_n$$

technique used in this study was multiple linear regression. The analysis was conducted computerized using the computer program Statistical Product and Service Solutions (SPSS) Version 29 for Windows .

Hypothesis

Hypothesis 1

H₀₁: The recruitment process does not have a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

H_{a1}: The recruitment process has a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

Hypothesis 2

H₀₂: Job promotion does not have a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

H_{a2}: Job promotion has a positive and significant effect on the performance of HR staff at the Indonesian National Police Headquarters.

Hypothesis 3

H₀₃: Job promotion and simultaneous Job Promotion do not affect the Performance of HR Staff of the Indonesian National Police Headquarters.

H_{a3}: Job promotion and Job Promotion simultaneously affect the Performance of HR Staff of the Indonesian Republic Police Headquarters.

F test

The F test is used to determine whether there is a simultaneous influence between the independent variables on the dependent variable. The F test formula according to Sugiyono (2019:190) is as follows:

$$F = \frac{R^2/k}{(1-R^2)/(n-k-1)}$$

Information:

F = F value (F count)

R 2 = Multiple correlation coefficient

K = Number of independent variables

n = Sample size

The basis for making the decision is as follows: 1)If F count < F table , then H 0 is accepted. 2)If F count > F table , then H0 is rejected .

Coefficient of Determination

The definition of the coefficient of determination according to Andi Supangat (2018:350) is: " The coefficient of determination is a quantity to show the level of strength of the relationship between two or more variables in the form of a percentage (showing how much percentage of the diversity of y can be explained by the diversity of x), or in other words how much x can contribute to y."

Mudrajad Kuncoro (2021:100) states that the coefficient essentially measures the model's ability to explain variation in the dependent variable. The coefficient of determination is between zero (0) and one (1). A small r2 value indicates that the independent variables' ability to explain variation is very limited. A value close to one indicates that the independent variables provide almost all the information needed to predict variation in the dependent variable.

The magnitude of the relationship between the variables "X 1 " and "X 2 " with the variable "Y" can be determined by using the coefficient of determination analysis, which is obtained by squaring the correlation coefficient. Based on the definition above, the coefficient of determination is part of the total diversity of the dependent variable that can be calculated by the diversity of the independent variable calculated with the coefficient of determination with the basic assumption that other factors outside the variable are considered fixed or constant. To determine the value of the coefficient of determination, it can be calculated using the formula:

$$K_d = r^2 \times 100\%$$

Information:

Kd = Value of coefficient of determination

r = Correlation coefficient value.

RESULTS AND DISCUSSION

T-Test (Partial)

T-Test Results Table
Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	16,573	3,648		4,544	<0.001
	Welfare	0.229	0.077	0.266	2,980	0.004
	Level of education	0.438	0.075	0.519	5,818	<0.001

Dependent Variable: Personnel Performance

Source: SPSS Data Processing 29, 2025

Based on the results of the t-test to determine the influence of each independent variable on Personnel Performance, the following results were obtained: 1)Welfare (X₁) The test results show a calculated t value of 2.980 > from t table 1.990 with a significance level of 0.004 or less than 0.05, so that H₀ is rejected and H₁ is accepted. Thus, it can be concluded that Welfare has a positive and significant effect on Personnel Performance. This shows that the better the welfare provided by the agency, the more personnel performance will increase. 2)Education Level (X₂) The t-test results show a calculated t-value of 5.818 > from t table 1.990 with a significance level of <0.001 or less than 0.05, so that H₀ is rejected and H₂ is accepted. Thus, Education Level has a positive and significant effect on Personnel Performance. This means that the quality of good Education Level possessed by personnel will have an impact on improving Performance.

F Test (Simultaneous)

F Test Results Table
ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	718,822	2	359,411	29,468	<.001 ^b
	Residual	975,732	80	12,197		
	Total	1694,554	82			

a. Dependent Variable: Personnel Performance
b. Predictors: (Constant), Welfare, Education Level

Source: SPSS Data Processing 29, 2025

Based on the results of the F test, the calculated F value was 29.468 > from f table 3.11 with a significance level of <0.001 (<0.05). This indicates that Welfare and Education Level simultaneously have a positive and significant effect on Personnel Performance. Thus, the regression model used is appropriate to explain the influence of the independent variables on the dependent variable.

Coefficient of Determination Test (R²)

Table of Results of the Determination Coefficient Test (R²)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.651 ^a	0.424	0.410	3,492
a. Predictors: (Constant), Welfare, Education Level				
b. Dependent Variable: Personnel Performance				

Source: SPSS Data Processing 29, 2025

Based on the analysis results, the R Square (R²) value was obtained at 0.424. This indicates that 42.4% of the variation in Personnel Performance can be explained by the Welfare and Education Level variables, while the remaining 57.6% is influenced by other variables outside this research model.

The Adjusted R Square value of 0.410 shows that after adjusting for the number of independent variables, the contribution of the two variables to Personnel Performance is 41.0%.

The Influence of Welfare on Personnel Performance

The results of the study indicate that welfare has a positive and significant effect on personnel performance. This is evidenced by the t-statistic value of 2.980, which is greater than the t-table (1.990), an influence coefficient of 0.229, and a P-value of 0.004 (<0.05). These findings indicate that welfare provided by the agency, such as allowances, work facilities, health insurance, and a sense of security at work, can significantly increase personnel performance. These results are in line with the theory of work welfare put forward by Hasibuan (2019) which states that welfare is an indirect reward that functions to increase motivation, loyalty, and work productivity. A similar opinion was also expressed by Mangkunegara (2020) who emphasized that good welfare will create job satisfaction, thus positively impacting performance.

The findings of this study also align with previous research conducted by Suryani (2021) and Pratama (2022), which concluded that welfare significantly influences employee performance in government agencies. Therefore, this study strengthens empirical evidence that welfare is a crucial factor in improving personnel performance within the police force.

The Influence of Education Level on Personnel Performance

The results of the study indicate that education level has a positive and significant effect on personnel performance. This is indicated by the t-statistic value of 5.818, which is greater than the t-table (1.990), an influence coefficient of 0.438, and a P-value <0.001. These findings indicate that the higher the level of education and quality of knowledge possessed by personnel, the better the resulting performance. Education provides analytical thinking skills, mastery of technical skills, and a better understanding of work procedures, especially in the field of police medicine and health.

The results of this study align with the human resource development theory proposed by Notoatmodjo (2018), which states that education is a key factor in improving individual capabilities and performance. Furthermore, Siagian (2020) emphasized that education plays a strategic role in increasing work effectiveness and efficiency. These findings also align with previous research by Wahyuni (2020), Rahman (2021), and Putri (2023), which found that education level significantly influences the performance of public sector employees.

The Simultaneous Influence of Welfare and Education Level on Personnel Performance

Based on the results of simultaneous testing, Welfare and Education Level jointly influence Personnel Performance. This is reinforced by the R-Square value of 0.447, indicating that 44.7% of the variation in Personnel Performance can be explained by the combination of Welfare and Education Level variables, while the remainder is influenced by other factors outside the research model. This finding indicates that improving personnel performance cannot rely solely on a single factor, but requires adequate welfare support and good quality education simultaneously.

The results of this study align with the performance theory proposed by Robbins and Judge (2019), which states that performance is a function of ability and motivation, where education plays a role in improving ability, while welfare plays a role in increasing work motivation. Furthermore, these findings align with previous research by Handayani (2022) and Saputra (2023), which concluded that welfare and education levels simultaneously have a significant impact on employee performance. Therefore, improving personnel performance in the Medical and Health Division of the West Java Regional Police requires an integrated approach between improving welfare and developing continuous personnel education.

CONCLUSION

The results of this study indicate that welfare has a positive and significant impact on personnel performance in the Medical and Health Division of the West Java Regional Police. This finding confirms that fulfilling personnel welfare, such as allowances, work facilities, health insurance, and a sense of security at work, can sustainably increase personnel motivation, job satisfaction, and productivity. Welfare creates conducive working conditions so that personnel can carry out their duties optimally, especially in work environments with high levels of risk and pressure. These results align with the theory of occupational welfare, which states that welfare is a form of indirect remuneration that functions to increase employee loyalty, work enthusiasm, and performance (Hasibuan, 2019). This view is also reinforced by Mangkunegara (2020), who asserts that good welfare will create job satisfaction and have a positive impact on performance. The findings of this study are consistent with previous research that concluded that welfare has a significant impact on the performance of public sector employees (Suryani, 2021; Pratama, 2022).

In addition to welfare, this study demonstrates that education level has a positive and significant impact on personnel performance. Education plays a crucial role in improving analytical thinking skills, mastering technical skills, and understanding work procedures, all of which are key requirements in the medical and health fields of the police force. Personnel with higher levels of education tend to be more effective, accurate, and professional in carrying out their duties. This finding aligns with human resource development theory, which states that education is a key factor in improving individual capabilities and performance (Notoatmodjo, 2018). Furthermore, Siagian (2020) emphasized that education is a strategic organizational investment to increase work effectiveness and efficiency. This study's findings also support previous empirical findings showing that education level significantly influences employee performance in the public sector (Wahyuni, 2020; Rahman, 2021; Putri, 2023).

Simultaneously, the results of this study indicate that welfare and education level jointly influence personnel performance. This finding indicates that improving personnel performance cannot be achieved partially, but rather requires an integrated approach between fulfilling welfare and improving the quality of education. This is in line with performance theory, which states that performance is a function of ability and motivation, where education plays a role in improving ability, while welfare serves as a driver of work motivation (Robbins & Judge, 2019). This finding is also consistent with previous research that concluded that welfare and education level simultaneously have a significant influence on employee performance

(Handayani, 2022; Saputra, 2023). Therefore, improving personnel performance in the Medical and Health Division of the West Java Regional Police requires an integrated, sustainable human resource management policy oriented towards developing personnel welfare and education.

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