

The Effect of Non-Financial Compensation, Organizational Culture, and Work Stress on the Performance of Employees of the Directorate of Drug Investigation of Polda Metro Jaya in South Jakarta

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ABSTRACT

This research aims to review the influence of non-financial compensation, organization culture and work stress on the performances of employee at Directorate of Drug Investigation Polda Mtero Jaya, South Jakarta. Research method used in this research that is quantitative descriptive with a population in this research is the employee of Directorate of Drug Investigation Polda Mtero Jaya, South Jakarta. There are four variables investigated in this study that is the nonfinancial compensation (X1), organization culture (X2), work stress (X3) as independent variable and employee performance (Y) as dependent variable. Sample used in this research as many as 100 respondents. This research data using primary data in the form of a questionnaire the method of linear regression double processed using the software SPSS 17.0. The results of research based on linear regression shows that non-financial compensation, organization culture, work stress positive influential and significant to employee performance.

Keywords: non-financial compensation, organization culture, work stress and employee performance.

INTRODUCTION

Human resource management in an organization is a very important need for improving organizational effectiveness and efficiency. This is because in carrying out all organizational activities to achieve its mission and goals it depends on the humans who manage the organization. Therefore, these human resources must be managed in such a way that they are effective and successful in achieving the mission and goals of the organization. The continuity of an organization is also inseparable from good employee performance and good employee performance also affects employee work performance.

Performance is basically what employees do or don't do. To achieve optimal employee work performance, the organization must be able to, create conditions that can make employees disciplined at work and allow employees to develop and improve

How to cite: Ayu Sri Rahayu, Elwisam, Kumba Digdowiseiso (2024) The Effect of Non-Financial Compensation, Organizational Culture, and Work Stress on the Performance of Employees of the Directorate of Drug Investigation of Polda Metro Jaya in South Jakarta, (5) 1. Doi:

E-ISSN: [2721-5202](https://doi.org/10.24127/jsss.v5i1.2721-5202)

Published by: CV. Syntax Corporation Indonesia

their abilities and skills optimally. Good performance in an organization also depends on the quality of human resources. With good quality human resources, the performance

of an organization will run well too, on the contrary, the quality of human resources that are not good or inadequate causes the organization to not run well or healthy.

Mangkunegara (2011: 67) suggests that performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

One of the factors to improve performance is non-financial compensation. According to (Simamora, 2006: 541) non-financial compensation consists of satisfaction obtained by a person from the work itself, or from the psychological, and / or physical environment in which the person works. This non-financial compensation is divided into two, namely the work environment and the work itself. Based on McClelland's opinion in Mangkunegara (2011), employees will be able to achieve maximum performance if they have a high achievement motive. This is because the achievement motive needed from within itself will form a strength and if the work environment situation also supports then the achievement of performance will be easier.

According to Sutrisno (2011: 2) defines organizational culture as a system of values, beliefs, assumptions, or norms that have long been valid, agreed and followed by members of the organization as a guide for behavior and solving organizational problems. Culture can influence and give meaning to every behavior of members of an organization (Robbins, 2008). Employees begin to learn and adapt to organizational culture and it is necessary to internalize the culture in employees to achieve management success. One of the problems that can arise from failure to adapt to organizational culture is individual conflicts, communication patterns, and management supervision both individually and conflicts in the organization.

Work stress in employees is a problem part of the organization. This stress can be due to a large employee workload or employees have to work longer because of system changes in the organization. This work stress is created in an effort to balance work life and organizational and family responsibilities (Robbins, 2008: 793). Work stress is an adoptive response to a situation that is perceived as challenging or threatening one's health (Sophiah, 2008: 85). In organizational life, work stress will have a negative impact on the performance of its employees. The higher the work stress felt by employees, the worse the performance produced, but if the employee is able to minimize work stress, it is expected that his performance will also increase.

Non-Financial Compensation

Non-financial compensation is any form of appreciation given by a company in non-financial or non-pecuniary forms. According to (Simamora, 2006: 541) non-financial compensation consists of satisfaction obtained by a person from the work itself, or from the psychological, and / or physical environment in which the person works.

There are several indicators that affect non-financial compensation as stated (Mondy, 2008: 5) are:

- a. Interesting tasks
 - 1) The tasks given are not monotonous
 - 2) Each given task provides new insights
- b. Responsibility
The company gives full responsibility for the work handled
- c. Job challenges
 - 1) The work given can hone skills
 - 2) Often encounter obstacles in completing work
- d. Recognition of work

- 1) Give praise for a job well done
- 2) Promotion for outstanding employees

Organizational Culture

According to Sutrisno (2011: 2) defines organizational culture as a system of values, beliefs, assumptions, or norms that have long been valid, agreed and followed by members of the organization as a guide for behavior and solving organizational problems.

There are several indicators that affect organizational culture, as stated by Robbins (2008: 64), namely:

a. Innovation and Risk Taking

How much the organization encourages employees to be innovative and take risks b.

Attention to detail

How deep, thorough is the analysis of the attention to detail that the organization demands from its employees

c. Results orientation

How much the organization emphasizes on achieving goals (results) rather than on how goals are achieved

d. Team orientation

How much orientation emphasizes the group (team), rather than individuals in completing tasks

Work Stress

According to Robbins (2008: 102) Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint or demand associated with what is desired and the result is perceived as uncertain and important.

Here are some indicators described by Robbins (2008) that can affect the formation of work stress associated with employee performance, including: a. Task Demands

Is a factor attributed to a person's job such as working conditions, physical layout. These factors include that individual's job design (autonomy, task diversity, degree of automatory), working conditions, and physical layout. The more interdependence between one person's task and another's task, the more potential for stress to occur. Jobs where temperature, noise, or working conditions are dangerous and highly undesirable can cause anxiety. Likewise, work in a crowded room or in conditions where there is continuous interference. More specifically, task demands are still influenced by several variables. These variables include:

- 1) Availability of information systems
- 2) Smooth work
- 3) Authority to carry out work
- 4) Equipment used to support work
- 5) The amount of work that needs to be done

b. Role Demands

Role demands are work stress related to the pressure exerted on a person as a function of a particular role played in a particular organization. Role conflict creates expectations that almost certainly cannot be realized or satisfied. If it happens to employees, it is certain that employees will experience uncertainty about what to do. Variable measurement of role demands consists of: 1) Unpreparedness of employees in carrying out tasks or work.

2) The difference between superiors and employees relates to the tasks that must be carried out.

3) Limited time in carrying out work. 4) Heavy workload.

c. Organizational Structure.

The agency's picture is colored by an unclear organizational structure, lack of clarity regarding positions, roles, authorities, and responsibilities. The positive effects of work stress include personal motivation, stimulation to work harder, and increased inspiration for a better life. Despite this, many of the effects are disturbing and potentially harmful, the 5 categories of effects of work stress, which are as follows:

- 1) Subjective in the form of worry or fear, aggression, apathy, boredom, depression, fatigue, frustration, loss of emotional control, low self-esteem, nervousness, loneliness.
- 2) Behavior in the form of accidents, alcoholism, drug abuse, emotional outbursts, excessive eating or smoking, impulsive behavior, nervous laughter.
- 3) Cognitive in the form of inability to make reasonable decisions, low concentration power, lack of attention, very sensitive to criticism, mental blocks.
- 4) Physiologically in the form of increased blood glucose content, increased heart rate and blood pressure, dry mouth, sweating, and dilated eyeballs, hot and cold.
- 5) Organization in the form of absenteeism, turnover, low productivity, alienation, from partners, organizational commitment and mutual loyalty

d. Role Conflict

Role conflicts arise if a workforce experiences:

- 1) The conflict between the duties he must perform and between the responsibilities he has.
- 2) Tasks that he must perform that in his view are not part of his job.
- 3) Conflicting demands from superiors, colleagues, subordinates, or others, which are considered important to him.
- 4) Conflict with his personal values and beliefs while performing his job duties

Employee Performance

According to Moehariono (2012: 95) performance or performance is a picture of recognizing the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission outlined through the strategic planning of an organization, performance can be known and measured if individuals or groups of employees already have criteria or benchmark success standards set by the organization

According to Robbins (2008: 260) there are four indicators to measure employee performance individually, namely:

- a. Quantity
Represents the resulting amount expressed in terms such as the number of units, the number of activity cycles completed.
- b. Time Determination
Represents the level of activity completed at the beginning of the stated time, viewed from the point of coordination with the output results and maximizing the time available for other activities.
- c. Effectiveness
It is the rate to which the organization's resources are used (labor, money, technology, raw materials) is maximized with the intention of increasing the output of each unit in the use of resources.
- d. Independence
Is the level of an employee who will later be able to carry out his work function work commitment. It is a level where employees have work commitments with the agency and employee responsibilities to the office.

RESEARCH METHOD

In this writing, the author uses primary data from survey results, namely research by taking samples or samples from existing populations using the sample random sampling method. The data was obtained from questionnaires filled out by employees at the Directorate of Drug Investigation of Polda Metro Jaya in South Jakarta

In this study, validity tests are used to determine the determination or accuracy of an instrument in measuring what you want to measure and reliability is used to determine the consistency of measuring instruments, whether the measuring instruments used are reliable and remain consistent if the measurements are repeated. This analysis is used to determine the effect of non-financial compensation, organizational culture, and work stress (independent variable) on employee performance (dependent variable) on Directorate of Drug Investigation of Polda Metro Jaya in South Jakarta.

RESULTS AND DISCUSSION

Validity Test and Reliability Test

The validity test was used to test questionnaires distributed to respondents where in the calculation by comparing the calculation with the rtable of significance (error) level 0.05. If rcount is greater than rtable, then the statement item is declared valid. From the calculation using the SPSS 17.0 program, it can be concluded that all statements totaling 4 points of non-financial compensation statements, 4 points of organizational culture statements, 4 points of work stress statements, and 4 points of employee performance statements are declared valid. This is determined using a 5% rcount, where $n = 100$, then obtained $r_{table} (0.05) = 0.194$ and overall the statement used in this study is r_{count} greater than r_{table} . To determine the level of reliability of the questionnaire, Cronbach's Alpha > t table analysis was used, where the calculation used the SPSS 17.0 program. The following are the reliability calculation results for all statements from the questionnaire.

Multiple Linear Regression Analysis

Multiple linear regression analysis explains the effect of the independent variable on the dependent variable. In this study the independent variable is intrinsic motivation, physical work environment, work stress and the dependent variable is employee performance. The results of multiple linear regression analysis are as follows:

Table 1. Multiple Linear Regression Analysis Results Coefficientsa

Type	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
1 (Constant)	<u>3.931</u>	<u>1.390</u>		<u>2.828</u>	<u>.006</u>
<u>Kompensasi non finansial</u>	<u>.353</u>	<u>.094</u>	<u>.359</u>	<u>3.748</u>	<u>.000</u>
<u>Budaya organisasi</u>	<u>.210</u>	<u>.086</u>	<u>.219</u>	<u>2.438</u>	<u>.017</u>
<u>Stress_kerja</u>	<u>.285</u>	<u>.074</u>	<u>.310</u>	<u>3.829</u>	<u>.000</u>

a. Dependent Variable: kinerja_pegawai Source: Processed data.

Based on the results of multiple linear regression analysis referring to table 1, it can be known that the linear regression equation is as follows:

$$\text{Employee Performance} = 3.931 + 0.359\text{KNF} + 0.219\text{BO} + 0.310\text{SK}$$

Information:

KNF = Non-Financial Compensation

BO = Organizational Culture

SK = Work Stress

- a) The regression coefficient of non-financial compensation (X1) is 0.353 and is positive for employee performance. This shows that the better the non-financial compensation, the better the performance of employees
- b) The organizational culture regression coefficient (X2) is 0.210 and is positive for employee performance. This shows that the better the organizational culture, the better the performance of employees
- c) While the work stress coefficient (X3) is 0.285 and positive for employee performance. This shows that the better the agency minimizes work stress, the better the performance of employees.

Table 2. Results of the Coefficient of Determination Model Summary b

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.733a	.538	.523	1.794

a. Predictors: (Constant), stress_kerja, budaya_organisasi, kompensasi_non_finansial

b. Dependent Variable: kinerja_pegawai Source: Data Processed.

Based on the value of the correlation coefficient (R2) of 0.733 and R square of 0.538 = 53.80%. The value of the coefficient of determination (R2) of 53.80% means that the dependent variables of employee performance can be explained by independent variables, namely non-financial compensation, organizational culture and work stress while the remaining 46.20% is explained by other variables that are not included in this study.

Table 3. F Test Results ANOVAa

Type	Sum of Squares	Df	Mean Square	F	Sig.
1	184.923	3	61.641	37.248	,000b
Regression	158.867	96	1.655		
Residuals	343.790				
Total		99			

a. Predictors: (Constant), stress_kerja, budaya_organisasi, kompensasi_non_finansial

b. Dependent Variable: kinerja_pegawai

Source: Data Processed.

Based on the results of the f test referring to table 4.16, it can be explained that the calculated F value is 37.248 (significant 0.000). The Ftable value is obtained from the value of the free degree (df) Residual (remainder) which is 96 as the denominator df and df Regression (treatment) which is 3 as the numerator df with a significant level of 5%, so that the value of Ftable ($\alpha = 5\%$) is 2.70 because the Fcalculate value is

greater than F_{table} ($37.248 > 2.70$) with a significant level of $0.000 < 0.05$, it can be concluded that H_a is accepted, means that nonfinancial compensation (X1), organizational culture (X2), and work stress (X3) together account for the dependent variable (Y). From the results of this explanation, it shows that the model developed in the study is feasible, meaning that the variables used by the model are able to explain the model analyzed.

CONCLUSION

Based on the results of research and discussion previously described, it can be concluded that: (1) Non-Financial Compensation has a positive and significant effect on the performance of employees of the Directorate of Drug Investigation of Metro Jaya Police in South Jakarta. (2) Organizational Culture has a positive and significant effect on the performance of employees of the Directorate of Drug Investigation of Polda Metro Jaya in South Jakarta. (3) Work stress has a positive and significant effect on the performance of employees of the Directorate of Drug Investigation of Polda Metro Jaya in South Jakarta. Based on the analysis conducted in the research and the results of the conclusions that have been stated previously, the author tries to put forward several suggestions that would be useful for improving the performance of employees of the Directorate of Drug Investigation of the Metro Jaya Regional Police, South Jakarta. The following suggestions that the author conveys are as follows: (1) The author suggests to agencies by increasing non-financial compensation that is more oriented towards employee performance can increase employee morale in carrying out their duties. (2) The author advises agencies that organizational culture remain as a system of values, beliefs, assumptions, and norms that have long been in force to improve employee performance. (3) The author advises the agency that work stress within the agency must be minimized so that there is no tension condition that affects emotions, thought processes and employee conditions. If work stress has been overcome, employees can improve their performance for the agency.

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Journal of Social Science

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