



Effect of work life balance, work environment, and compensation on members' performance Jambi polda car brigade unit

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ABSTRACT

This study aims to look at the effect of (1) The effect of work-life balance on the performance of the Jambi Police Mobile Brigade Unit members, (2) The effect of the work environment on the Jambi Police Mobile Brigade Unit's performance, (3) The effect of compensation on the Jambi Police Mobile Brigade Unit's performance, (4) The effect of work-life balance, work environment, and compensation on the performance of members of the Jambi Police Mobile Brigade Unit. The population in this study were all members of Brimob Jambi Police as many as 300 people. Based on the Slovin technique, 172 people were selected and the sample was selected by random sampling. The technique of determining the number of samples using total sampling. The data analysis technique used multiple regression by fulfilling the requirements of the classical assumption test of normality, and multicollinearity, heteroscedasticity. The results of this study indicate that (1) Work-life balance has a significant effect on the performance of the Jambi Police Mobile Brigade Unit members, (2) the work environment has a significant effect on the performance of the Jambi Police Mobile Brigade Unit members, (3) Compensation has a significant effect on the performance of the Jambi Police Brimob Unit Members, (4) Work-life balance, work environment, and compensation have a significant effect on the performance of members of the Jambi Police Mobile Brigade Unit.



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Introduction

Human resources are very important in government agencies, and not only because they play an important role in shaping and achieving agency goals, but human resources deserve fairness and justice. A sense of injustice among employees affects employee performance which results in a decrease in employee morale and passion, which can be seen from the ability, quality and quantity of work and employee discipline.

This is due to, among other things, employee competencies that have not been maximized, lack of motivation, employee needs and job satisfaction, for that it is expected that agency leaders must be responsive and pay attention to these three factors so that employee performance remains optimal. The leadership of the agency always wants to expect its employees to be able to work with enthusiasm and passion in work and have

high loyalty, for this reason, optimal and quality employee performance is needed, so that the agency's goals can be achieved. The reality on the ground is that there is still a lack of relationships between leaders and subordinates, working environment conditions, compensation and weak employee motivation, so that the achievement of work results is less than optimal.

Organizational performance clearly includes the performance of organizational members. Therefore, the success of work on each member of the organization becomes important for the achievement of organizational success in achieving certain goals. The Mobile Brigade Unit (Brimob) located in the jurisdiction of the Jambi Regional Police (Polda) is a police service provider with a working area covering the entire Jambi area. The Jambi Police Mobile Brigade Unit is the main implementing element of the Jambi Police, which is under the Regional Police Chief. The Brimob Unit is led by a Unit Command, abbreviated as Kasat Brimob, who is responsible to the Kapolda and in carrying out day-to-day tasks under him. The Jambi Police Mobile Brigade Unit has members whose daily duties are for handling domestic terrorism, handling riots, high-risk law enforcement, search and rescue (SAR), hostage rescue, and bomb disposal (EOD). This unit is also a major component of the INP trained to carry out anti-separatist and anti-insurgency tasks, often in conjunction with military operations.

The selection of the Jambi Police Mobile Brigade Unit as the focus of research was based on the decline and instability of the institution's performance achievements in 2018, 2019, and 2021, related to the previous explanation, that of the many resources owned by the organization, human resources are seen as the most important resource. determine. This is easy to understand because human resources can make an organization run effectively and efficiently, while other resources are dependent on human resources who use them. Therefore, human resources must be managed professionally in order to contribute optimally to the achievement of organizational goals.

However, in recent years, the performance of members of the Jambi Police Mobile Brigade Unit tends to be less than optimal. If seen from table 1.1 the realization of the work program of members of the Jambi Police Mobile Brigade during the last 3 (three) years is not stable. In 2018 out of 100% of the planned targets, only 89% were able to be achieved. In 2019 it can only be realized by 86% and in 2021 it can only be realized 82% of the 100% target. From the table, it can be seen that there has been a decline and instability in institutional performance in 2018 to 2021. This condition clearly shows that there are performance problems for members of the Jambi Police Mobile Brigade Unit.

Table 1 <Target and Realization of the Performance of the Jambi Police Mobile Brigade Unit Members>

Year	Target (%)	Realization (%)	Deficiency (%)
2018	100	89	11
2019	100	86	14
2020	100	82	18

Source: Jambi Police Mobile Brigade Unit

This suboptimal performance is certainly influenced by several factors. These factors include work-life balance, work environment and compensation. Clark in Fapohunda (2014), work-life balance is having good content at work and also outside of work with minimal conflict. The balance between personal life and work is very important. According to Greenhaus, Collins and Shaw (2003), balance is seen as the absence of conflict. However, if it is related to the notion of work-life balance, work-life balance comes from effectiveness (functioning well, productively, successfully) and a positive impact both for work and roles in the family, employees will have a positive impact on everything that is their job responsibility if employees are able to manage things inside and outside of work (Direnzo, 2010). This will show a balance between employee activities at work and personal, family, and social life.

Another factor that affects the performance of members of the Jambi Police Mobile Brigade Unit at work is the work environment. The work environment in which the member works, as expressed by Stephen P. Robbins (2001: 150) that "Job satisfaction is one of the factors determined by supportive working conditions". A supportive work environment will make employees feel comfortable and enthusiastic in carrying out their obligations, otherwise a non-supportive work environment will make employees feel unmotivated and uncomfortable. If so, it will directly affect employee work motivation. It can be concluded that a good work environment will affect the passion and morale of employees while working

Another factor that also influences is compensation. Compensation includes all types of payments, either directly or indirectly, in the form of material or money as well as awards given by the company to its

workers/laborers. This study takes one type of compensation, namely direct financial payments called wages. One of the most important elements in the company's management system apart from work motivation and compensation is leadership. Leadership is a process in which a person can become a leader (leader) through continuous activities so that they can influence those they lead (followers) in order to achieve organizational or company goals. The relationship between a leader and being led is a leadership process because the leader needs followers and followers needs the leader. Although leaders and followers are interrelated, leaders should often take the initiative to establish relationships, communicate and maintain relationships so that the company's goals as formulated in the company's/institution's/organization's vision, mission, plans and strategies can be achieved.

From these previous studies, no one has studied how the influence of work-life balance, work environment, and compensation on the performance of members of the Jambi Police Mobile Brigade Unit. Almost all of these studies examine in a company. To develop this research in Polri institutions, especially in the Brimob Unit of the Jambi Police, the researchers are interested in studying this phenomenon with the title "The Effect of Work Life Balance, Work Environment, and Compensation on the Performance of Members of the Jambi Police Brimob Unit".

Method

The population and sample in a study have a central and decisive role (A. Muri. 2015:144). The population is the whole of the object of study that provides an accurate picture of the research. According to Hamid (2014: 55), population is the total number of objects or subjects that are used as data sources in a study that have the same nature or characteristics. Thus, the population in this study is all There are 300 members of the Jambi Police Mobile Brigade Unit.

The research sample is a limited number and part of the population, part of the selected and representative population of the population (Muri A., 2015: 150). Meanwhile, according to Sugiyono (2017) the sample is part of the number and characteristics possessed by the population and what is learned from the sample. Determination of the number of samples taken as respondents using the Slovin formula in Sugiyono (2017).

So the number of samples in this study amounted to 172 people who are members of the Jambi Police Mobile Brigade. The sampling technique was done by simple random sampling. Simple random sampling technique is the taking of samples from the population which is done randomly without regard to the strata that exist in the population. Hypothesis testing in this study used multiple regression analysis. Multiple regression analysis aims to determine the causal relationship between the influencing variables and the affected variables. With multiple regression equation model as follows:

Results and Discussions

Normality test

This normality test is used by the author to test the normality of the regression model. The test is carried out using the method kolmogorov-smirnov test to each variable. The regression model is normally distributed if the value of the Kolmogorov-Smirnov sign for each variable is greater than $= 0.05$. The results of the normality test can be seen in table 2.

From Table 2 which is the normality test, it can be seen that in the regression model, the confounding or residual variables have a normal distribution. This can be seen from the results of the sig variable value Performance (Y) is $0.302 > 0.05$ Variable Work-life balance (X1) is $0.217 > 0.05$; Work environment variable (X2) is $0.145 > 0.05$; work ethic variable (X3) is $0.089 > 0.05$; Compensation variable (X4) is $0.219 > 0.05$. So it can be concluded that the variables of performance, work-life balance, work environment, and compensation for members of the Jambi Police Mobile Brigade Unit are normally distributed.

Table 2 <Normality Test Results

		Y	X1	X2	X3
N		172	172	172	172
Normal Parameters	mean	43.4826	33.9884	43.5233	43.0523
	Std. Deviation	3.10343	2.99900	3.37769	3.73112
Most Extreme Differences	Absolute	.142	.118	.105	.116
	Positive	.069	.077	.058	.069
	negative	-.142	-.118	-.105	-.116
Kolmogorov-Smirnov Z		1,860	1.545	1.378	1,528
asympt. Sig. (2-tailed)		.302	.217	.145	.219

a. Test distribution is Normal.

Source: SPSS Output Normality Test Results, 2021.

Multicollinearity Test

Multicollinearity test is useful to test whether the regression model found a correlation between independent variables. A good regression model should not have a correlation between the independent variables if the independent variables are correlated then these variables are not orthogonal. Orthogonal variables are independent variables whose correlation value between independent variables = 0 (Ghozali, 2011). Multicollinearity can be seen from tolerance and Variance Inflation Factor (VIF). The way to find out whether there is a deviation in the multicollinearity test is to look at the Tolerance and VIF values of each independent variable, if the Tolerance value > 0.10 and the VIF value < 10 then the data is free from multicollinearity symptoms can be seen in Table 3.

Table 3 <Multicollinearity Test Results>

Coefficients ^a		Collinearity Statistics	
Model		Tolerance	VIF
1	Work-life balance	.967	1.034
	Work environment	.980	1.021
	Compensation	.991	1.009

a. Dependent Variable: Y

Source: SPSS Output Multicollinearity Test Results, 2021

Based on the multicollinearity test in the table above, it can be seen that there is no relationship between the independent variables because the VIF value of all variables is < 10.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in a regression model there is an inequality of variance from the residuals from one observation to another observation. If the variance from the residual of one observation to another observation is constant, then it is called homoscedasticity and if it is different it is called heteroscedasticity. Detect the presence of heteroscedasticity in this study using the Park Test. This test, if there is no clear pattern, such as points spread above and below the number 0 (zero) on the Y axis, then there is no heteroscedasticity. The criteria for the Park Test according to Ghozali (2013) are as follows:

1. If the probability value is > 5% (0.05) then it is said that there is no heteroscedasticity symptom.
2. If the probability value is < 5% (0.05) then it is said to be heteroscedasticity symptoms.

Table 4 <Heteroscedasticity Test Results (Park Test)>

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	55.425	6,965		7.958
	X1	.461	.846	.155	1.020
	X2	.381	.330	.088	1.153
	X3	.531	1.212	.034	.438
	X4	.372	.437	.087	.142
					Sig.
					.000
					.545
					.600
					.732
					.851

a. Dependent Variable: Lnei2

Source: SPSS Output Heteroscedasticity Test Results, 2021

In table 4, it can be seen that in the park test, the probability value is $> 5\%$ (0.05). It can be said that there is no heteroscedasticity in the regression model used. Thus the assumption of no heteroscedasticity has been met.

Multiple Linear Regression Analysis

In testing the hypothesis of this study, multiple linear regression was used, which aims to determine how much influence several independent variables have on the dependent variable. Multiple regression analysis was performed by comparing tcountwith ttable and sig value with $= 0.05$. In detail the results of multiple regression testing can be seen in Table 5. Based on Table 5, the estimation model can be analyzed as:

Table 5 <Multiple Regression Equation>

		Coefficients ^a			
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t
1	(Constant)	35,485	6.109		5.808
	Work-life balance	.161	.080	.155	2020
	Work environment	.181	.044	.088	4.153
	Compensation	.572	.182	.087	3.142
					Sig.
					.000
					.045
					.000
					.001

a. Dependent Variable: Y

Source: SPSS Output Multiple Linear Regression Results, 2021

Based on the above equation it can be explained that:

1. From the above equation it can be seen that there is a constant value of 35,485 which means that if the balance of work life, work environment, compensation is zero, then the value of the performance variable is at 35,485. This means that the variables of work-life balance, work environment, work ethic, compensation contribute to improving the performance of members of the Jambi Police Mobile Brigade Unit.
2. The value of the work-life balance regression coefficient is positive 0.161. This means that if the work-life balance increases by one unit, it will result in an increase in performance of 0.161 unit.
3. The value of the work environment regression coefficient is negative, namely 0.181. This means that if the work environment increases by one unit, it will result in an increase in Member's performance by 0.181unit.
4. The value of the compensation regression coefficient is positive, namely 0.572. this means that if the compensation is increased by one unit it will result in an increase in the performance of the Member by 0.572 unit.

Regression Coefficient Test (t Test)

Hypothesis Testing 1

The first hypothesis put forward, that work-life balance partially positive effect on the performance of members. Based on the results of the analysis of the t test, it is known that the significance level of the work-life balance variable is $0,045 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. With the meaning of the word there is a significant influence between work-life balance on the performance of members of the Jambi Police Mobile Brigade Unit.

Hypothesis Testing 2

The second hypothesis proposed is that the work environment partially negatively affects the performance of members of the Jambi Police Mobile Brigade Unit. Based on the results of the analysis of the t test, it is known that the significance level of the work environment variable is $0,000 < \text{of the significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. In other words, there is a significant negative influence between the work environment on the performance of members of the Jambi Police Mobile Brigade Unit.

Hypothesis Testing 3

The fourth hypothesis proposed, that compensation partially has a positive effect on the performance of the Jambi Police Mobile Brigade Unit. Based on the results of the analysis of the t test, it is known that the significance level of the compensation variable is $0,001 < \text{dai significance value } (0.05)$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a significant influence between compensation on the performance of members of the Mobile Brigade Unit of the Jambi Police.

Hypothesis Testing 4

The fourth hypothesis proposed is that work-life balance, work environment and compensation jointly have a positive effect on the performance of members of the Jambi Police Mobile Brigade Unit. Based on the results of the analysis of the F test, it is known that the significance level of the work-life balance, work environment, and compensation variables is $0.000 < 0.05$. Thus H_0 is rejected and H_a is accepted so that the alternative hypothesis proposed in this study is accepted. This means that there is a jointly significant influence between work-life balance, work environment, and compensation on the performance of members of the Jambi Police Mobile Brigade Unit. The results of this calculation can be seen in table 6.

Table 6 <F . Test Results>

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	72.122	4	18,030	3.912	.000a
	Residual	1574,826	167	9,430		
	Total	1646,948	171			

a. Predictors: (Constant), X3, X1, X2
b. Dependent Variable: Y

Source: SPSS Output F Test Results, 2021

Coefficient of Determination (R Square)

The Coefficient of Determination aims to see or measure how far the model's ability to explain the variation of the independent variable, where the value of R square used for research with 2 variables and the value of Adjusted R Square is used for research with more than 3 variables. The value of the coefficient of determination in this study was taken from the value of R Square which can be seen in table 7.

Table 7 <Test results R Square Model Summaryb>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879a	.772	.751	3.33145

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Source: SPSS R Square Output Test Results, 2021

Based on the results of the analysis R square is 0,772 This means that 77.2% of member performance is influenced by the independent variables of work-life balance, work environment and compensation. While the remaining 22.8% is influenced by other variables outside the model.

Influence Work-life balance on the performance of members of the Jambi Police Mobile Brigade Unit.

The results of this study indicate that work-life balance has a significant positive effect on the performance of members of the Jambi Police Mobile Brigade Unit. This indicates that work-life balance determines the performance of members of the Jambi Police Mobile Brigade Unit. This means that the better the work-life balance of members at work, the better the performance of members of the Mobile Police Mobile Brigade Unit.

From the results of this study, it appears that the work-life balance variable has a coefficient of 0.161 which means work-life balance has a big influence. This indicates that work-life balance can play a role in improving Member performance. If the Jambi Police Mobile Brigade Unit wants to improve the performance of members, it must improve a good work-life balance for members in their daily work activities.

Influence Work Environment on the Performance of the Jambi Police Mobile Brigade Unit Members

The results of this study indicate that the work environment has a significant positive effect on the performance of members of the Jambi Police Mobile Brigade Unit. This indicates that the working environment of the members determines the performance of the members of the Jambi Police Mobile Brigade Unit. This means that the more conducive the agency's work environment, the better the performance of members.

From the results of this study, it can be seen that the work environment variable has a coefficient of 0.181 which means the work environment has a big influence. This indicates that a conducive and good work environment can play a role in improving the performance of Members. If the Jambi Police Mobile Brigade Unit wants to improve the performance of members, the agency must create a conducive working environment for members.

Influence Influence Compensation for the Performance of Members of the Jambi Police Mobile Brigade Unit

The results of this study indicate that compensation has a significant effect on the performance of members of the Jambi Police Mobile Brigade Unit. This indicates that compensation determines the performance of members of the Jambi Police Mobile Brigade Unit. This means that the higher and proper compensation given to members by the agency, the higher the performance of members.

From the results of this study, it can be seen that the compensation variable has a coefficient of 0.572 which means that compensation has the greatest influence than other variables. This indicates that compensation can play a role in improving the performance of members. If the Jambi Police Mobile Brigade Unit wants to improve the performance of its members, it must increase compensation to members by the agency.

Effect of Work-Life Balance, Work Environment and Compensation on the Performance of the Jambi Police Mobile Brigade Unit Members

The results of this study indicate that work-life balance, work environment and compensation together have a significant influence on the performance of members of the Jambi Police Mobile Brigade Unit. This indicates that the balance of work life, work environment and compensation determines the performance of the Jambi Police Mobile Brigade Unit members. This means that a good work-life balance, work environment and compensation will improve member performance.

Conclusions

Based on the results of testing and discussing the hypotheses described in the previous chapter, some conclusions can be drawn as follows: 1) Work-life balance has a positive influence on the performance of members of the Jambi Police Mobile Brigade Unit. This means that the performance of members will increase if the work-life balance in the agency is good and good. Thus the alternative hypothesis is accepted and the null hypothesis is rejected. 2) The work environment has a positive influence on the performance of members of the Jambi Police Mobile Brigade Unit. This means that the performance of members will increase if the work environment is more conducive. The more conducive the work environment in the agency, the more the performance of members in carrying out their work in the agency will be. Thus the alternative hypothesis is accepted and the null hypothesis is rejected. 3) Compensation has a positive effect on the performance of members of the Jambi Police Mobile Brigade Unit. This means that the increase in compensation will improve the performance of members. On the other hand, if the compensation decreases, the performance of members will also decrease. Thus the alternative hypothesis is accepted and the null hypothesis is rejected.

Work-life balance, work environment and compensation together have a positive effect on the performance of members of the Jambi Police Mobile Brigade Unit. With the F ANOVA test number $0.000 < 0.05$, the performance of members is influenced by the independent variables of work-life balance, work environment and compensation. Thus the alternative hypothesis is accepted and the null hypothesis is rejected.

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