

## **Analysis Of Compensation And Motivation For Job Satisfaction Of Disaster Management Agency Employees Regional (BPBD) North Sumatra Province**

**M. Chaerul Rizky<sup>1\*</sup>, Nurul Rafika Husna<sup>2</sup>**

Department of Development Management, Faculty of Social Sciences, Panca Budi Development University,  
Medan, North Sumatra, Indonesia

(email: [mchaerulrizky@dosen.pancabudi.ac.id](mailto:mchaerulrizky@dosen.pancabudi.ac.id))

### **Abstract**

This study aims to determine and analyze the positive and significant effect of compensation and motivation on job satisfaction of employees of the Regional Disaster Management Agency (BPBD) of North Sumatra Province both partially and simultaneously. This study used quantitative methods with data analysis techniques used, namely multiple linear regression. The sample in this study was 53 respondents by determining the sample using saturated sampling techniques. The results showed that the compensation variable (X1) partially had a positive and significant influence on job satisfaction (Y) of employees of the Regional Disaster Management Agency of North Sumatra Province. (2) The motivation variable (X2) partially has a positive and significant influence on job satisfaction (Y) of employees of the Regional Disaster Management Agency of North Sumatra Province. (3) The variables compensation (X1) and motivation (X2) simultaneously have a positive and significant influence on job satisfaction (Y) of employees of the Regional Disaster Management Agency (BPBD) office of North Sumatra Province.

### **Keywords:**

Compensation, Motivation, and Job Satisfaction

### **Introduction**

The State Budget spent on the benefit of Civil Servants from year to year has increased, coupled with the application of remuneration / performance allowances in return for work that has been carried out. However, this has not been balanced by improving the performance of its agencies through the quality of human resources (HR) in working and working with



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professionalism and integrity of Civil Servants. In an effort to overcome this problem, policy makers need to make internal improvements, one of which is through the development of human resources (HR). Human resources need to receive primary attention so that the company can achieve predetermined goals. One way that can be done to pay attention to employee needs is to pay attention to employee job satisfaction. Job satisfaction is a set of feelings, beliefs, and thoughts about how a person responds to his job. Basically, job satisfaction is an individual thing because each individual has their own level of satisfaction and varies according to the values or standards that apply in each individual. (Priansa , 2018)

The Regional Disaster Management Agency (BPBD) has a very crucial role in maintaining the security and welfare of the community, especially in facing the threat of natural disasters. To carry out its duties effectively, BPBD requires human resources who are qualified, motivated, and satisfied with their work. There are factors that can affect employee job satisfaction, two of which are compensation and motivation. (Priansa , 2018)

Compensation is all income in the form of money, direct or indirect goods that employees receive in return for services rendered to the company . The provision of compensation and compensation for employees in the Regional Disaster Management Agency (BPBD) of North Sumatra Province, namely in the form of wages or salaries every month, the provision of benefits, namely the provision of Additional Employee Results (TPP) in the form of incentives, social security and holiday allowances (THR) has been given to all civil servants within the Regional Disaster Management Agency (BPBD) of North Sumatra Province. (Hasibuan , 2020)

Employee dissatisfaction with their work can also be caused by employee work motivation. According to motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and earnestness so that the results of the activities he does get good and quality results, to be able to develop positive attitudes to employees, leaders should continue to motivate their employees in working in the agency. The role of work motivation in efforts to increase employee job satisfaction is a manifestation of the high work motivation given by employees when doing work. Thus, the higher the work motivation of employees will provide support or a positive impact on the organization's efforts in achieving optimal job satisfaction. (Afandi , 2018)

A fair compensation system and adequate motivation can be the key to success in improving the performance of BPBD employees. Therefore, a motivator is needed for employees in the form of meeting physical and non-physical needs. With the fulfillment of these needs, employees will be willing to work and carry out their duties properly. Compensation that matches the contribution and responsibility of employees can provide a



sense of appreciation and fairness, while good motivation can increase employee morale and dedication to the tasks carried out. Based on the background of these problems, it is clear that compensation and motivation are closely related to job satisfaction. Therefore, the author conducted a study entitled "Analysis of Compensation and Motivation for Job Satisfaction of Regional Disaster Management Agency (BPBD) Employees of North Sumatra Province". (Rizky & Ardian , 2019).

## **Literature review**

### **Job Satisfaction**

According to the state that job satisfaction is related to how employees feel about their jobs and to various aspects of the job, so job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their jobs. Job satisfaction is an effective or emotional response to various aspects of work. Job satisfaction is the feeling a person feels about himself and his job. This shows that job satisfaction is an emotion that supports or disapproves of his work and the conditions he feels. Meanwhile, according to job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, benefits received at work, and matters concerning physical and psychological factors. (For that, managers need to understand what must be done to create job satisfaction for their employees. Aspects of measuring job satisfaction can be known through: 1) Salary, 2) Promotion, 3) Supervision, 4) Co-workers, 5) The job itself. (Priansa , 2018) (Indrasari , 2017) (Sutrisno , 2019) (Priansa , 2018)

### **Compensation**

A person works to give his time and energy to the organization, and as a counterachievement the organization provides rewards that can vary in form where this is commonly referred to as compensation. The Society for Human Resource Management defines compensation as a systematic approach to providing monetary value to employees in return for work done. Compensation can achieve several goals, helping in recruitment, performance, and job satisfaction. (SHRM, 2012) ( Yamoah , 2014)

The system used by organizations in providing compensation can affect employee job satisfaction. Compensation is all income in the form of money, direct or indirect goods that employees receive in return for services rendered to the company . According to compensation, it is a matter in the form of pay to be given to employees and matters related to employees. Then (According to Sedarmayanti, 2019) compensation is everything that employees will receive as a form of employee work remuneration. Compensation for employees greatly affects work motivation and provides job satisfaction for employees, if an employee gets appropriate compensation for what has been done to a food company, of



course an employee will also get good job satisfaction (Hasibuan , 2020) (Dessler , 2017) (Abbas & Astuty , 2021)

## **Motivation**

Motivation in management is aimed only at human resources in general and subordinates in particular. Motivation questions how to direct the power and potential of subordinates to work together productively to achieve and realize predetermined goals. According to motivation is a desire that arises from within a person or individual because he is inspired, encouraged, and encouraged to carry out activities with sincerity, pleasure, and earnestness so that the results of the activities he does get good and quality results. Motivation is the psychiatric state and mental attitude of the human being that energizes, encourages activities or movements and leads or channels behaviors towards achieving needs that give satisfaction or reduce imbalances . Motivation indicators according to are: 1) Reward 2) Working conditions 3) Work facilities 4) Work performance 5) Recognition from superiors 6) Work itself. (Afandi , 2018) (Rizky , 2018) (Afandi , 2018)

## **Method**

In this study, the research approach to be used is quantitative research with associative types. This research was conducted at the office of the Regional Disaster Management Agency of North Sumatra Province. Population is a collection of all elements from which conclusions will be drawn. The population in the study was the entire State Civil Apparatus (ASN) in the Regional Disaster Management Agency of North Sumatra Province, totaling 53 people. The sampling technique used is saturated sampling. According to saturated sampling is a sampling technique when all members of a population are used as samples. The data analysis technique used in this study is structural equation modeling analysis. Data analysis using SEM (Stuctural Equation Modelling) with Smart PLS (Partial Least Square) program which provides a clear picture of the relationship between research constructs. (Sugiyono , 2016)

## **Results and Discussion**

### **1. Research Respondents**

This section will explain the identity of respondents which includes gender, age of respondents, last education and employee class. In this case, the respondents sampled in this study were all employees of the Regional Disaster Management Agency of North Sumatra Province, totaling 53 employees. Through a list of statements contained in the questionnaire provided by the researcher, brief details of the identity of the respondents sampled in this study were obtained, namely about gender, age, and education level. This is done with the



aim of knowing clearly and accurately about the description of respondents who have been used as objects in this study.

#### **a. Respondents by Gender**

Table 1. Characteristics of respondents by gender

Characteristics of Respondents		Sum (People)	Percentage (%)
Gender	Man	41	77,36
	Woman	12	22,64
Sum		53	100

Based on Table 1. It can be seen the number of respondents based on the gender of the respondent. The majority of respondents were male as many as 41 respondents with a percentage rate of 77.36%, while female respondents were 12 people with a percentage rate of 22.64%. This is possible because the nature of work on the type of services offered by the Regional Disaster Management Agency of North Sumatra Province has a considerable risk so that it is dominated by male employees.

#### **b. Respondents by age**

Table 2. Characteristics of respondents by age

Characteristics of Respondents		Sum (People)	Percentage (%)
Age	< 25 years	9	16,98
	26-35 years	26	49,06
	36-45 years	15	28,3
	>45 years old	3	5,66
Sum		53	100

Based on Table 2. Above can be known the number of respondents based on age. The majority of respondents aged from 26-35 years were 26 respondents with a percentage rate of 49.06%, respondents aged 36-45 years there were 15 respondents with a percentage rate of 28.30%, while for respondents aged < 25 years there were 9 respondents with a percentage rate of 16.98% and the last for respondents aged > 45 years there were 3 respondents with a percentage rate of 5.66%. This shows that the majority of employees of the Regional Disaster Management Agency of North Sumatra Province have productive age.

#### **c. Respondents by Education**



Table 3. Characteristics of respondents based on education

Characteristics of Respondents		Number (People)	Percentage (%)
Education Level	SMA	11	20,75
	D3	2	3,77
	S1	34	64,15
	S2	6	11,32
Sum		53	100

Based on Table 3. Respondents with the last level of high school education were 11 respondents with a percentage rate of 20.75%, respondents with D3 education there were 2 respondents or 3.77%, employees with S1 education as many as 34 respondents with a percentage rate of 64.15%, respondents who had S2 education as many as 6 respondents with a percentage rate of 11.32%. This is based on the government's demand to get quality human resources and be able to provide good output to the company.

## 2. Descriptive Statistics

After all the data needed in this study is collected from various sources, it is continued by analyzing the data in accordance with the main problems and hypotheses that have been found in the first chapter and the second chapter. The analysis presented in this study includes compensation and motivation for job satisfaction of employees of the Regional Disaster Management Agency (BPBD) of North Sumatra Province.

**Table 1. Descriptive Statistics of Research Variables**

		Descriptive Statistics			
N		Minimum	Maximum	Mean	Std. Deviation
Compensation	53	20.00	39.00.00	302.830	583.220
Motivation	53	29.00.00	58.00.00	443.962	750.984
Job Satisfaction	53	25.00.00	48.00.00	373.396	573.767
Valid N (listwise)	53				

Source: Primary data processing results, 2023

Based on Table 1. shows that the number of data (N) is 53 data derived from samples, namely employees of the Regional Disaster Management Agency (BPBD) of North Sumatra Province. The compensation variable has a minimum (lowest) value of 20, a maximum (highest) value of 39, and a mean value of 30.2830 with a standard deviation of 5.83220. The motivation variable has a minimum (lowest) value of 29, a maximum (highest) value of 58



and a mean value (average) of 44.3962 with a standard deviation of 7.50984. The job satisfaction variable has a minimum (lowest) value of 25, a maximum (highest) value of 48, and a mean value (average) of 37.3396 with a standard deviation of 5.73767.

### 3. Analysis of Partial Least Square Structural Equation Modeling

#### a. Measurement Model Test Results (Outer Model)

There are three criteria in the use of data analysis techniques with SmartPLS to assess the outer model, namely Convergent Validity, Discriminant Validity and Composite Reliability.

##### 1) Convergent Validity

Convergent Validity testing exists from each construct indicator and is calculated by PLS (Partial Least Square) according to Ghazali (2015) an indicator is said to be good reliability if the value is greater than 0.70 while the loading factor value of 0.50 to 0.60 can be considered sufficient. Based on this criterion, if the loading factor below 0.50 will be modified from the model.

**Table 4 Outer Loading (Measurement Model)**

	Compensation	Motivation	Job Satisfaction
K1	0,948		
K2	0,926		
K3	0,933		
K4	0,948		
K5	0,708		
K6	0,844		
M1		0,892	
M2		0,841	
M3		0,868	
M4		0,821	
M5		0,887	
M6		0,907	
KK1			0,917
KK2			0,791
KK3			0,842
KK5			0,716
KK6			0,758





Based on the table above, it is known that the loading factor in the KK4 indicator has a value of less than 0.60 so it is necessary to modify the model. Thus, the constructs of all constructs can be said to be valid and meet validity because the loading factor value is above 0.60.

## 2) Discriminant Validity

Discriminant validity is the value of crossloading factors that are useful whether the construct has adequate discriminants. You do this by comparing the value of the intended construct must be greater with the value of other constructs.

**Table 5 Cross Loading**

	Compensation	Motivation	Job Satisfaction
K1	0,658333333	-0.061	-0.159
K2	0,643055556	-0.093	-0.159
K3	0,647916667	-0.055	-0.224
K4	0,658333333	-0.149	-0.117
K5	0,491666667	-0.013	-0.030
K6	0,586111111	0.062	-0.042
M1	-0.014	0,619444444	0,113888889
M2	0.020	0,584027778	0.037
M3	0.017	0,602777778	0,103472222
M4	-0.057	0,570138889	0,078472222
M5	-0.023	0,615972222	0,086805556
M6	-0.211	0,629861111	0,152083333
KK1	-0.213	0,124305556	0,636805556
KK2	-0.092	0,121527778	0,549305556
KK3	-0.052	-0.008	0,584722222
KK5	-0.063	-0.074	0,497222222
KK6	-0.075	0.034	0,526388889

## 3) Composite Reability and Cronbach Alpha

In reliability tests using two methods, namely, Cronbach Alpha, Composite Realibility. Composite Realibity that each variable can be said to be reliable if it has a value of >0.6 (Elicia & Widjaja, 2020). Reliability is measured using the Cronbach Alpha statistical test if the value is >0.6 then it can be considered reliable (Jumhari et al., 2018).



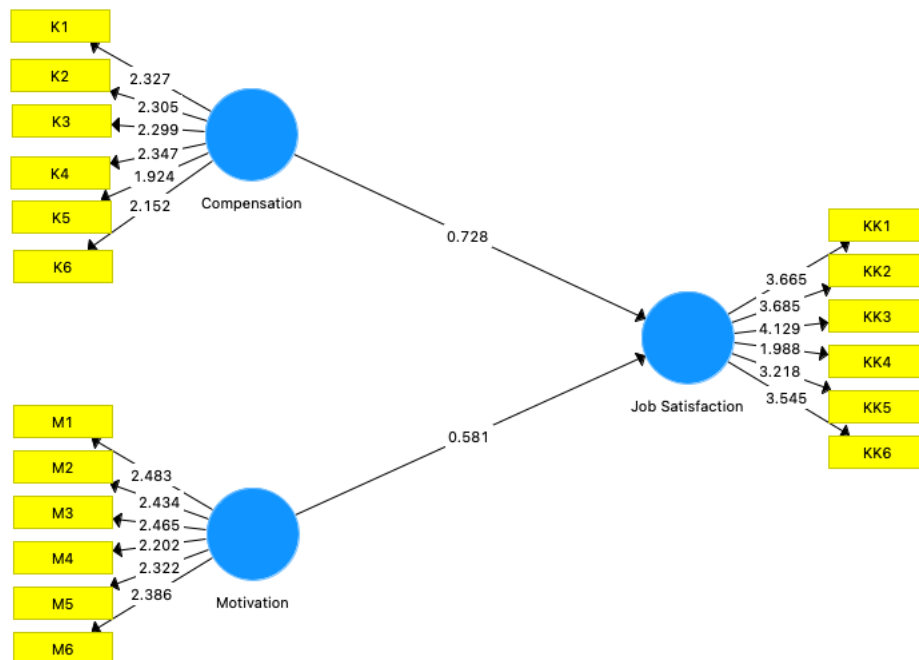


**Table 6 Cronbach Alpha and Composite Reliability**

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Compensation	0,951	0,957	0,79
Motivation	0,938	0,949	0,757
Job Satisfaction	0,897	0,903	0,652

#### b. Structural Model Test Results (Inner Model)

Testing of the inner model or structural model is carried out to see the relationship between the construct, significance value and R-square of the research model. The structural model was evaluated using R-square for the dependent construct of the t-test as well as the significance of the parameter coefficients of the structural path. The results of the analysis to test the research hypothesis using the bootstrapping technique in the figure below:



**Picture 1 Structural Model**

#### 1) R Square value

In assessing the structural model first assess the R-Square for each endogenous latent variable as the predictive force of the structural model. Testing of structural models is carried out by looking at the R-square value which is a goodness-fit test of the model. Changes in the R-Square value can be used to explain the effect of a particular exogenous latent variable on whether the endogenous latent variable has

a substantive influence. R Square is the coefficient of determination on endogenous constructs. R square values of 0.75 (strong), 0.50 (moderate), and 0.25 (weak).

**Table 7 R Square value**

	R Square	R Square Adjusted
Job Satisfaction	0.203	0.169

Based on table 7 shows the R-Square value for the Job Satisfaction variable obtained at 0.203. These results show that 20.3% of Job Satisfaction variables can be influenced by Compensation and Motivation Variables.

## 2) Results of hypothesis testing (estimation of path coefficients)

### Test t (Partial)

The result of hypothesis testing the estimated value will be the relationship of the structural model path should be significant. This significant value can be obtained through the bootstrapping procedure. Looking at the significance of the hypothesis by looking at the value of the parameter coefficient and the meaning value of T-statistic in the bootstrapping report algorithm the meaning value of T-statistic must be more than 1.96.

**Table 8 Test Results t (Partial)**

	Original Sample (O)	T Statistics ( O/STDEV )	P Values
Compensation -> Job Satisfaction	0,328	2,512	0,012
Motivation -> Job Satisfaction	0,218	1,991	0,008

Based on the results of partial hypothesis testing, it can be found that the effect of compensation on job satisfaction has a positive value, namely t-statistic values of  $2.512 > 1.96$  with p values of  $0.012 < 0.05$ , meaning that compensation has a positive and significant effect on job satisfaction. The effect of motivation on job satisfaction has a t-statistic value of  $1.991 < 1.96$  with a p value of  $0.008 > 0.05$  meaning that motivation has a positive and significant effect on job satisfaction.

## Discussion

### The Effect of Compensation on Job Satisfaction

Hypothesis 1 states that compensation has an effect on job satisfaction. Fair and adequate compensation can have a positive impact on employee job satisfaction. For example, when an employee feels that the wages and benefits he receives match his contribution to the company, it can create a high sense of reward and motivation. Since the company has a transparent and



fair compensation system, employees feel rewarded for the effort and skills they bring to the table. BPBD employees are satisfied with the compensation given because they have met the needs of employees. This research is in line with research that proves that compensation affects job satisfaction which will improve employee performance. (Hardiyana & Nurhadian , 2016; Mundakir & Zainuri , 2018; Saputra , 2018)

### **The Effect of Motivation on Job Satisfaction**

Hypothesis 2 states that motivation affects job satisfaction. Strong motivation can be a key driver of increasing employee job satisfaction. In a work environment where employees are given opportunities to develop skills and achieve personal and professional goals, motivation levels usually increase. Companies have provided training and career development, as well as providing support for employee growth, can trigger feelings of accomplishment and self-satisfaction. The results of this study are also in line with research conducted by which states that motivation has a positive effect on job satisfaction. (Mundakir & Zainuri , 2018; Saputra , 2018)

### **Conclusion**

Based on the conclusions above, the suggestions that can be given in this study include good leadership, expected to be more assertive in making decisions and provide encouragement and morale to employees and be responsible for every problem. The compensation given by the company should be in accordance with the employee's workload and educational background and given fairly. Work motivation should be maintained so that employees are careful in doing work. Employee job satisfaction needs to be considered again so that employee work performance can increase. By aligning fair compensation, ongoing motivation, and attention to employee needs, companies can achieve high levels of job satisfaction, improve retention, and stimulate optimal performance.

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