

THE EFFECT OF COMPENSATION AND SHIFT WORK SYSTEM ON JOB SATISFACTION AMONG EMPLOYEES OF THE REGIONAL DISASTER MANAGEMENT AGENCY (BPBD) OF NORTH LABUHAN BATU REGENCY

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Abstract

This study aims to analyze the effect of compensation and shift work systems on employee job satisfaction at the Regional Disaster Management Agency (BPBD) of North Labuhan Batu Regency. Fair compensation and an effective work system are important factors in increasing job satisfaction, especially for employees who work in emergency and stressful conditions. This study used a quantitative method with a survey approach, where data were collected through questionnaires distributed to BPBD employees. The data analysis technique used multiple linear regression to test the relationship between the independent variables (compensation and shift work systems) and the dependent variable (job satisfaction). The results showed that compensation did not have a significant effect on employee job satisfaction. Similarly, the shift work system had a significant effect, although in some aspects it could reduce the level of job satisfaction due to changes in work rhythm and personal life balance. These findings indicate that to improve BPBD employee job satisfaction, a more optimal compensation policy is needed, along with a shift work system that considers employee welfare aspects. This study is expected to serve as a reference for policy makers in improving the welfare and work effectiveness of BPBD employees. The implications of this research are expected to serve as considerations for BPBD management and leaders in designing better compensation policies and work systems to improve employee well-being and performance. Suggestions for further research are also provided to explore other factors that may influence job satisfaction in greater depth.

Keywords: *Compensation, Shift Work System, Job Satisfaction, Regional Disaster Management Agency.*

INTRODUCTION

Essentially, every organization or company has a goal: to achieve its vision and mission. To achieve this, qualified human resources are needed to achieve those goals. Human resources are crucial and a crucial asset within an organization, as they are not only the primary actors but also the determining factor in its success. Human resources are not only actors in organizational processes, but are also strategic assets that determine success and competitiveness, especially in facing the challenges of globalization and technological progress. One of the crucial factors influencing organizational performance and sustainability is employee job satisfaction. In agencies like the Regional Disaster Management Agency (BPBD), job satisfaction plays a vital role because their duties are crucial and directly related to public safety. Therefore, a thorough understanding of the factors influencing job satisfaction is essential.

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Compensation is a key factor in creating job satisfaction. Fair compensation commensurate with the workload will motivate employees to perform optimally. Compensation can be financial, such as salary and bonuses, or non-financial, such as recognition and a conducive work environment. Inappropriate compensation can lead to dissatisfaction and decreased employee performance. Besides compensation, the shift work system is also a variable that influences job satisfaction. Shift work, especially in 24-hour institutions like the Regional Disaster Management Agency (BPBD), often causes physical and mental stress for employees. Shifting work hours can affect sleep patterns, family time, and work-life balance, which indirectly impacts employee performance and satisfaction. Given the importance of compensation and shift work systems, this study was conducted to analyze how these two variables influence job satisfaction among employees of the North Labuhan Batu Regency Regional Disaster Management Agency (BPBD). The results are expected to contribute to improving human resource management systems to ensure more effective and optimal public services.

THEORETICAL REVIEW

Job satisfaction is a mental perspective that reflects an individual's feelings about their job. The concept of job satisfaction refers to an individual's attitude or emotional reaction to their work. Essentially, job satisfaction is a unique concept, as each individual will have varying levels of fulfillment, indicated by unique qualities. A shift work system is a method of organizing working hours in which workers are divided into groups or "shifts" that work at different hours, usually to ensure that operations or production run continuously without interruption. In this system, workers do not only work during traditional business hours (9 a.m. to 5 p.m.), but also during various times divided into shifts, such as morning, afternoon, and evening. Shift work has the positive impact of maximizing existing resources so that organizational operations can continue. Compensation is all payments in the form of cash, products, directly or indirectly received by representatives as inequality for the administration provided. Because the results in less clear compensation will reduce performance, increase complaints, reasons for representative work and will encourage mental and mental activities, such as the level of absence and turnover of representatives. This shows the importance of HR as an important resource, it is important to focus on setting remuneration as appropriate compensation for an honor for what has been completed by employees (Hasibuan, 2013: 200).

RESEARCH METHODOLOGY

This research was conducted at the Regional Disaster Management Agency (BPBD), located on JL. Lintas Sumatera, Sidua-dua Village, Kualuh Selatan District, North Labuhan Batu Regency in the period 2023-2024. The objects of this research are Compensation (X1) and Shift Work System (X2) on Job Satisfaction (Y) among employees of the Regional Disaster Management Agency (BPBD) of North Labuhan Batu Regency.

Data Analysis Techniques

t-Test (Partial)

The t-statistic test aims to show how far the influence of one explanatory or independent variable individually in explaining the variation of the dependent variable tested at a significance level must be less than 0.05 (Ghozali, 2013:99). The decision making is done by comparing the calculated t with the t table with the criteria (Sujarweni, 2013:93):

If $t_{hitung} > t_{tabel} = H_0$ is rejected

If $t_{hitung} < t_{tabel} = H_0$ is rejected

Simultaneous Test (F Test)

The F statistical test aims to determine whether there is an influence between all independent variables entered into the regression model together (simultaneously) on the dependent variable being tested at a significance level that must be less than 0.05 (Ghozali, 2013:99). The decision making process is done by comparing the calculated F with the t table with the following criteria:

If $F_{count} > F_{table}$ = H_0 is rejected

If $F_{count} < F_{table}$ = H_0 is rejected

Coefficient of Determination (R²) Test

The coefficient of determination (R²) essentially measures the model's ability to explain variations in the dependent variable. A coefficient of determination can be said to be strong if it explains variations in the independent variable against the dependent variable between 0 (zero) and 1 (one) (Ghozali, 2013:482). The adjusted R square value indicates that the independent variables' ability to explain variation in the dependent variable is very limited. A value close to one means that the independent variables provide almost all the information needed to predict the variation in the dependent variable (Ghozali, 2013:482).

RESULTS AND DISCUSSION

The population in this study was 66 employees working at the Regional Disaster Management Agency (BPBD) of North Labuhan Batu Regency. Therefore, the sample in this study was 66 employees working at the Regional Disaster Management Agency of North Labuhan Batu Regency.

DATA NORMALITY TEST RESULTS

The normality test aims to test whether the confounding variables or residuals in a regression model have a normal distribution. The t- and F-tests assume that the residual values follow a normal distribution. If this assumption is violated, the statistical test becomes invalid for small sample sizes (Ghozali, 2005:110). This test can be performed using the Kolmogorov-Smirnov test.

Table 5.19 Normality Test

	Unstandardize d Residual
N	66
Normal Parameters ^{a,b} Mean	,0000000
Standard Deviation	1,57617117
Most Extreme Absolute	,107
Differences Positive	,078
Negative	-,107
Kolmogorov-Smirnov Z	,870
Asymp. Sig. (2-tailed)	,436

a. Test distribution is Normal. Source: SPSS Ver 20

b. Calculated from data.

From Table 5.19, the Kolmogorov-Simirnov value is 0.870 and is significant at 0.436, this means that the residual data is normally distributed.

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Multicollinearity Test Results

Variance Inflation Factor (VIF) Test

Collinearity Statistics	
Tolerance	VIF
,754	1,325
,754	1,325

Source: SPSS Ver 20

Based on Table 5.14, it can also be seen that the Variance Inflation Factor (VIF) values obtained for the Compensation (1.325) and Shift Work System (1.325) variables are less than the limit value of 10 (Ghozali, 2005:93), so no multicollinearity was found in this regression model.

Results of Multiple Linear Regression Calculation Test Coefficients^a

Table 5.20 Multiple Linear Regression Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8,061	2,165		3,722	,000		
TOTALX1	,279	,133	,235	2,098	,040	,754	1,325
TOTALX2	,513	,118	,487	4,353	,000	,754	1,325

a. Dependent Variable: TOTALY

Source: SPSS Ver 20

Based on Table 5.20 above, what needs to be considered to find the multiple linear regression equation is in column B. In this column, the constant value is 8.061, Compensation (X1) is 0.279 and the Shift Work System (X2) is 0.131 with the formula:

$$Y = a + b_1 x_1 + b_2 x_2 + \epsilon$$

Where :

Y : Job Satisfaction (dependent variable)

a : Constant Value.

b1 : Compensation regression coefficient

b2 : Regression coefficient of the Shift Work System variable

X1 : Compensation (independent variable)

X2 : Work systemShift (independent variable)

ε: Standard Error (Unrevealed Variable)

So the multiple linear analysis equation obtained in this study is:

$$Y = 8.061 + 0.279 X_1 + 0.513 X_2$$

The equation above can be interpreted as follows:

1. The constant value (a) is 8.061. This shows that if compensation (X1) and the shift work system (X2) = 0, then the value is positive and significant, namely 8.061.
2. Compensation has a positive effect on employee job satisfaction, with a value of 0.279. This means that every 1-unit increase in compensation will increase employee job satisfaction by 0.279

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units, with other assumptions remaining constant. This indicates that the higher the compensation, the better its impact on employee job satisfaction.

3. The shift work system has a significant effect on employee job satisfaction, with a coefficient of 0.513. A unit increase in facilities will increase employee job satisfaction by 0.513 units. This indicates that the greater the attention paid to good shift scheduling, the greater the impact on employee job satisfaction.

t-Test Results (Partial)

Table 5.21 Partial Test

Coefficients ^a							
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	8,061	2,165		3,722	,000		
TOTALX1	,279	,133	,235	2,098	,040	,754	1,325
TOTALX2	,513	,118	,487	4,353	,000	,754	1,325

a. Dependent Variable: TOTALY

Source: SPSS Ver 20

Based on Table 5.20, the linear regression analysis shows that the Compensation variable (X1) partially provides a coefficient value of 0.279 and a significance value of $0.40 > 0.05$, so the proposed hypothesis that Compensation has a significant effect on job satisfaction is rejected. This means that compensation does not have a significant effect on job satisfaction (accept H1 and reject H0). The shift work system variable (X2) provides a coefficient value of 0.513 and a significance value of $0.000 < 0.05$, so the proposed hypothesis that the shift work system has a significant effect on job satisfaction is accepted. This means that the shift work system has a significant effect on job satisfaction (accept H2 and reject H0).

Simultaneous Test (f Test)

Table 5.22

ANOVA test

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110,050	2	55,025	21,467	,000 ^a
	Residual	161,481	63	2,563		
	Total	271,530	65			

a. Predictors: (Constant), TOTALX2, TOTALX1

b. Dependent Variable: TOTALY

Source: SPSS Ver 20

Based on Table 5.21, the linear regression analysis shows that the Compensation (X1) and Shift Work System (X2) variables have a positive and significant effect on job satisfaction (Y) where the influence value (R Square) is 0.386 or 38.6% with a significance level in the table of $0.00 < 0.05$ at the confidence level (α 95% and df: n-2), then the proposed hypothesis: Compensation and Shift Work System have a positive and significant effect on job satisfaction is accepted (H1 is accepted and H0 is rejected).

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Coefficient of Determination (R^2)

The Determinant Test is a test conducted to determine how much the Compensation (X1) and Shift Work System (X2) variables contribute to job satisfaction (Y), based on the calculations in table 5.21, the R Square value is 0.386 or 38.6%, this means that Compensation (X1) and Shift Work System (X2) contribute to the consumer satisfaction variable (Y) by 38.6% and the remaining 61% is influenced by other factors that are not included in the variables of this study, such as Job satisfaction, Employee performance, Work motivation.

Table 5.23 R Test²

Model	R	R Square	Adjusted Square	Standard Error of Estimate	Durbin-Watson
1	,637a	,405	,386	1,60099	1,021

a. Predictors: (Constant), TOTALX2, TOTALX1

b. Dependent Variable: TOTALLY

Source: SPSS Ver 20

CONCLUSION

Based on the results of quantitative research regarding the influence of compensation and shift work systems on job satisfaction at the Regional Disaster Management Agency of North Labuhan Batu Regency, the following conclusions can be drawn:

1. Based on the test results, the linear regression analysis shows that the Compensation variable (X1) partially provides a coefficient value of 0.279 and a significance value of $0.40 > 0.05$, so the proposed hypothesis that Compensation has a significant effect on job satisfaction is rejected. This means that compensation does not have a significant effect on job satisfaction (accept H1 and reject H0).
2. Based on the results of the partial test (t-test) The shift work system variable (X2) provides a coefficient value of 0.513 and a significance value of $0.000 < 0.05$, so the proposed hypothesis that the shift work system has a significant effect on job satisfaction is accepted. This means that the shift work system has a significant effect on job satisfaction (accept H2 and reject H0).
3. Based on the results of the Simultaneous Test (f Test), the linear regression analysis shows that the Compensation variable (X1) and the Shift Work System (X2) have a positive and significant effect on job satisfaction (Y) where the influence value (R Square) is 0.386 or 38.6% with a significance level in the table of $0.00 < 0.05$ at the confidence level (α 95% and df: n-2), then the proposed hypothesis: Compensation and the Shift Work System have a positive and significant effect on job satisfaction is accepted (H1 is accepted and H0 is rejected).

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