



Enhancing Employee Job Satisfaction Through Organizational Climate and Compensation at PT Central Cipta Securindo

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Abstract

Purpose: This study examines the relationships between organizational climate and job satisfaction, compensation and job satisfaction, and the combined influence of organizational climate and compensation on employee job satisfaction at PT Central Cipta Securindo, a private security services company in Bekasi, Indonesia.

Research Methodology: A descriptive correlational design was employed using a census of all 94 headquarters employees. Data were collected through structured Likert-scale questionnaires. Instrument validity and reliability were confirmed using Corrected Item–Total Correlation and Cronbach's alpha ($\alpha = 0.9402$). Data were analyzed using Spearman's Rank Correlation, multiple correlation analysis, t-tests, and the F-test with SPSS.

Results: Organizational climate has a strong positive and significant relationship with job satisfaction ($r = 0.703$, $p < 0.05$), while compensation demonstrates an even stronger positive and significant relationship ($r = 0.862$, $p < 0.05$). Simultaneously, organizational climate and compensation have a very strong and significant relationship with job satisfaction ($R = 0.946$, $R^2 = 0.894$, $p < 0.05$), explaining 89.4% of the variance in job satisfaction.

Conclusions: Both organizational climate and compensation significantly contribute to employee job satisfaction, with compensation showing the stronger individual relationship and their combined influence producing the greatest effect.

Limitations: The findings are limited by the single-company setting, relatively small sample size, cross-sectional design, and reliance on self-reported data.

Contributions: This study extends evidence on the organizational climate–compensation–job satisfaction relationship in Indonesia's private security industry and provides practical insights for improving human resource management and employee satisfaction.

Keywords: *Compensation, Job Satisfaction, Organizational Climate, Private Security Company, Security Services*

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1. Introduction

Indonesia's private security services industry has evolved into one of the country's largest labor-intensive service sectors, employing more than 856,000 registered security personnel through over 5,670 licensed Private Security Service Providers (*Badan Usaha Jasa Pengamanan/BUJP*) as of 2022

([Polri, 2022](#)). Regulated under Indonesian National Police Regulation No. 4 of 2020, private security companies play an essential role in safeguarding banking institutions, residential areas, industrial estates, commercial facilities, educational institutions, and government offices. As clients increasingly demand reliable, professional, and responsive security services, the competitiveness of security companies depends not only on operational capabilities but also on the quality of their human resources. Security personnel serve as the primary interface between organizations and their clients, making employee attitudes, motivation, and job satisfaction critical factors in maintaining service quality, organizational reputation, and long-term business sustainability.

Human Resource Management (HRM) therefore occupies a strategic position within the private security services industry. Unlike manufacturing organizations where performance is often supported by technology and automation, security service companies rely heavily on the competence, discipline, vigilance, and commitment of their personnel ([Tortia, Sacchetti, & López-Arceiz, 2022](#)). Employees are required to work under rotating shifts, maintain high levels of alertness, respond effectively to emergencies, and interact professionally with clients while performing physically and mentally demanding tasks. Such working conditions increase the importance of organizational practices that support employee well-being and motivation. Organizations that successfully create supportive work environments and provide fair compensation are more likely to retain qualified personnel, reduce turnover intentions, and sustain consistent service performance ([Haryanto, Wibisono, & Catrayasa, 2025](#)).

PT Central Cipta Securindo (CEPRO), established in 2008 and headquartered in Bekasi, West Java, operates within this highly competitive and demanding business environment. As a licensed private security service provider, the company continuously seeks to maintain service excellence while managing the challenges associated with employee retention and job satisfaction. Similar to many organizations within the Indonesian security services sector, CEPRO faces several human resource management issues that potentially influence employees' attitudes toward their work. Employees are expected to perform under strict operational procedures, extended working hours, and considerable occupational risks while consistently meeting clients' expectations for professionalism and reliability. These conditions require organizational policies capable of maintaining employee motivation and satisfaction over the long term.

One important factor influencing employee job satisfaction is organizational climate. Organizational climate reflects employees' shared perceptions of the work environment, including leadership style, communication effectiveness, organizational support, teamwork, fairness, and opportunities for recognition ([Larasandi & Satrya, 2025](#)). A positive organizational climate encourages employees to feel respected, trusted, and supported, creating favorable psychological conditions that strengthen organizational commitment and work motivation. Conversely, organizational environments characterized by unclear communication, inconsistent management practices, or perceived unfairness may generate dissatisfaction, reduce employee engagement, and negatively affect service quality. Within security organizations where teamwork, discipline, and rapid coordination are essential, maintaining a positive organizational climate becomes increasingly important for organizational effectiveness ([Soelton, Noermijati, Vizano, Parmariza, Abadi, & Zulfriadi, 2020](#)).

At PT Central Cipta Securindo, organizational climate represents one of the principal managerial challenges. Although the company is recognized for maintaining a family-oriented organizational culture that promotes interpersonal relationships and teamwork, such an environment may also create perceptions of subjectivity in performance evaluations, reward allocation, and career advancement opportunities. Employees who perceive limited transparency or fairness in managerial decisions may become less motivated despite otherwise positive workplace relationships. As organizational climate shapes employees' daily work experiences, improving communication, leadership support, and procedural fairness becomes essential for strengthening employee satisfaction and organizational commitment ([Lan, Huang, Kao, & Wang, 2020](#) [Rožman, & Štrukelj, 2021](#)).

Compensation represents another fundamental determinant of employee job satisfaction. Compensation includes both financial rewards, such as salaries, overtime payments, bonuses, and incentives, and non-financial rewards, including insurance, career development opportunities, recognition programs, and employee welfare benefits ([Adanlawo, Nkomo, & Vezi-Magigaba, 2023](#)). Appropriate compensation not only fulfills employees' economic needs but also communicates organizational appreciation for their contributions. Employees who perceive compensation as fair, competitive, and proportional to their responsibilities generally demonstrate higher levels of motivation, organizational commitment, and job satisfaction. Conversely, compensation perceived as inadequate may reduce morale and encourage employees to seek alternative employment opportunities ([Mabaso & Dlamini, 2021](#)).

Compensation issues have also emerged as an important concern at PT Central Cipta Securindo. Employee feedback indicates that remuneration, particularly base salaries, shift allowances, and performance-related incentives, is sometimes perceived as insufficient relative to the physical demands, occupational risks, and irregular working schedules associated with private security services. In addition, expectations regarding non-financial compensation, including employee protection programs, professional certification support, and career development opportunities, continue to increase alongside industry competition. These conditions suggest that improvements in compensation management could contribute significantly to enhancing employee satisfaction and strengthening workforce stability.

Job satisfaction represents employees' overall evaluation of their work experiences and serves as one of the most important indicators of organizational effectiveness. Employees who experience high job satisfaction generally demonstrate greater work enthusiasm, stronger organizational commitment, higher productivity, lower absenteeism, and reduced turnover intentions ([Muktamar, Jenita, Munizu, Astuti, & Putra, 2024](#)). In service-oriented industries such as private security, job satisfaction is particularly important because employees' attitudes directly influence service quality, client satisfaction, and organizational reputation. Dissatisfied employees may exhibit lower motivation, reduced responsiveness, and weaker commitment to organizational objectives, thereby affecting overall operational performance ([Luna-Arocas & Lara, 2020](#)).

Although numerous studies have investigated the influence of organizational climate and compensation on job satisfaction across various industries, empirical evidence within Indonesia's private security services sector remains relatively limited. Most previous studies have focused on manufacturing companies, educational institutions, healthcare organizations, or public sector agencies, whose organizational structures and working conditions differ substantially from those of security service providers. The private security industry presents unique characteristics, including shift-based operations, high occupational risks, strict disciplinary requirements, and strong dependence on employee professionalism, making the relationships among organizational climate, compensation, and job satisfaction worthy of further investigation. Consequently, findings from other sectors cannot be generalized directly to security service organizations without empirical verification.

This study seeks to address this research gap by examining the relationships between organizational climate, compensation, and employee job satisfaction at PT Central Cipta Securindo. Specifically, the study investigates whether organizational climate has a significant positive relationship with job satisfaction, whether compensation significantly influences job satisfaction, and whether organizational climate and compensation jointly explain employee job satisfaction. By providing empirical evidence from Indonesia's private security services industry, this study is expected to enrich the human resource management literature while offering practical recommendations for managers seeking to improve employee satisfaction, organizational performance, and service quality through more effective organizational climate and compensation practices.

2. Literature Review and Hypothesis/es Development

2.1 Theoretical Framework

This study is grounded in two complementary motivational theories. First, ([Herzberg, Mausner, & Snyderman, 1959](#)) Two-Factor Theory (1959) distinguishes between hygiene factors (extrinsic conditions including salary, working conditions, organizational policies, and supervision) whose absence causes dissatisfaction but whose presence alone does not generate motivation, and motivator factors (intrinsic drivers including achievement, recognition, responsibility, and career advancement) that generate genuine satisfaction and sustained performance commitment. In the security services context, compensation primarily corresponds to the hygiene dimension—preventing dissatisfaction when adequate—while organizational climate dimensions such as recognition, supportive management, and growth opportunities correspond to the motivator dimension. Both dimensions must be addressed for comprehensive job satisfaction achievement. Second, [Vroom \(1964\)](#) Expectancy Theory predicts that job satisfaction is influenced by employees' perceptions of the link between effort, performance, and reward—implying that both the adequacy of compensation and the fairness of the organizational climate's reward and recognition practices directly affect how satisfied employees are with their employment.

2.2 Human Resource Management (HRM)

Human Resource Management (HRM) is a strategic approach to managing people within an organization to achieve organizational objectives while promoting employee well-being and organizational sustainability ([Tortia, Sacchetti, & López-Arceiz, 2022](#)). HRM encompasses a series of integrated activities, including workforce planning, recruitment, training and development, performance management, compensation, employee relations, and retention. The effectiveness of these practices determines an organization's ability to develop competent, motivated, and committed employees who contribute to organizational success. Consequently, HRM emphasizes not only improving employee performance but also creating a work environment that supports employee satisfaction and long-term organizational effectiveness ([Madero-Gómez, Olivás-Luján, & Yusliza, 2023](#)).

Within the HRM framework, organizational climate and compensation are recognized as two essential managerial practices that influence employees' attitudes and behaviors. Organizational climate shapes employees' perceptions of their work environment through leadership, communication, cooperation, and organizational support, while compensation represents the tangible and intangible rewards employees receive for their contributions. These two HRM practices jointly influence employees' motivation, organizational commitment, and job satisfaction. Therefore, HRM Theory provides the theoretical foundation for explaining how improvements in organizational climate and compensation can enhance employee job satisfaction ([Karman, 2020](#)).

2.3 Organizational Climate

Organizational climate refers to the internal environmental conditions of an organization as experienced by its members—including communication patterns, management support, inter-employee relationships, and the fairness of reward and recognition systems ([Davis & Newstrom, 1996](#)). Nine dimensions through which organizational climate is operationalized: organizational structure, individual responsibility, reward practices, warmth and support, conflict management, work standards, organizational identity, and risk orientation. [Robbins and Judge \(2019\)](#) confirm that a supportive, communicative, and transparent organizational climate correlates positively with employee engagement, motivation, and job satisfaction. In security services contexts, where employees operate under high-stress, high-vigilance conditions with limited workplace autonomy, the quality of organizational climate—particularly managerial support, communication transparency, and equitable performance recognition—is a critical satisfaction determinant ([Mathis, & Jackson, 2019; Suprapti, Asbari, Cahyono, Mufid, & Khasanah, 2020](#)).

Organizational climate is not merely a reflection of formal organizational policies but also represents employees' shared perceptions of how organizational practices are implemented in daily work activities. A positive organizational climate fosters open communication, mutual trust, collaboration, and fairness, enabling employees to perform their responsibilities with greater confidence and motivation ([Olivera-Garay, Leyva-Cubillas, & Napán-Yactayo, 2021](#)). Employees who perceive their organization as supportive and transparent are more likely to experience psychological comfort, develop stronger organizational commitment, and demonstrate higher levels of work engagement. Conversely, a negative organizational climate characterized by poor communication, unclear expectations, and inequitable treatment may create workplace stress, reduce employee morale, and weaken employees' emotional attachment to the organization ([Kim & Park, 2020](#)). Therefore, establishing a positive organizational climate is considered an essential managerial strategy for improving employee attitudes, maintaining workforce stability, and promoting long-term organizational effectiveness, particularly in organizations that rely heavily on employee discipline, teamwork, and service quality ([Lan, Huang, Kao, & Wang, 2020](#)).

The theoretical and empirical perspectives suggest that organizational climate plays an important role in shaping employees' job satisfaction. A positive organizational climate characterized by supportive leadership, effective communication, mutual trust, fair treatment, and a collaborative work environment encourages employees to feel valued and motivated in performing their duties ([Al-Kurdi, El-Haddadeh, & Eldabi, 2020](#)). These favorable workplace conditions enhance employees' emotional attachment to the organization and increase their overall satisfaction with their jobs. Accordingly, this study proposes the following hypothesis:

H₁: Organizational climate has a significant positive relationship with employee job satisfaction at PT. Central Cipta Securindo.

2.4 Compensation

Compensation encompasses all financial and non-financial rewards that employees receive in exchange for their work contributions ([Handoko, 1992; Nawawi, 2000](#)). Financial compensation includes base salary, performance bonuses, shift allowances, and incentives; non-financial compensation includes insurance coverage, professional development access, flexible scheduling, and employee recognition programs ([Simamora, 1997](#)). [Mangkunegara \(2017\)](#) and [Jufrizen \(2016\)](#) confirm through empirical research in Indonesian organizational contexts that fair, competitive, and transparently administered compensation systems have a direct positive impact on employee job satisfaction and performance. In the security services industry, where compensation often lags behind the occupational risk and physical demands of the work—and where employees frequently compare their remuneration unfavorably with perceived market rates—the adequacy and perceived fairness of compensation is a particularly sensitive satisfaction determinant ([Nitisemito, 2015](#)).

Compensation influences job satisfaction because it reflects the organization's recognition of employees' contributions and commitment ([Adanlawo, Nkomo, & Vezi-Magigaba, 2023](#)). Employees who perceive their compensation as fair, competitive, and aligned with their responsibilities are more likely to experience a sense of appreciation and security in their jobs. In addition to meeting financial needs, equitable compensation enhances motivation, strengthens organizational commitment, and reduces the likelihood of dissatisfaction and turnover intentions ([Adil, Rao, Ayaz, & Shinwari, 2020](#)). Conversely, compensation systems perceived as inadequate or inequitable may lead to frustration, lower morale, and decreased job satisfaction, even when other aspects of the work environment are favorable ([Luna-Arocas & Lara, 2020](#)). In the context of private security services, where employees perform demanding tasks under challenging working conditions, an effective compensation system serves as an important mechanism for maintaining employee motivation, satisfaction, and long-term organizational commitment ([Muktamar, Jenita, Munizu, Astuti, & Putra, 2024; Berber, & Gašić, 2024](#)).

H₂: Compensation has a significant positive relationship with employee job satisfaction at PT. Central Cipta Securindo.

2.5 Job Satisfaction

Job satisfaction is an individual's overall positive or negative evaluative orientation toward their job and its various features (Robbins, & Judge, 2019; Wexley & Yukl, 1984). Locke (1976) defines job satisfaction as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. (Herzberg, Mausner, & Snyderman, 1959) Two-Factor Theory conceptualizes job satisfaction as arising from the fulfillment of both motivator needs (achievement, recognition, responsibility) and hygiene needs (salary, working conditions, organizational policies). In the security services context, job satisfaction is particularly consequential because the quality of service delivery—including alertness, professionalism, and appropriate response behavior—depends directly on employees' motivational state, which is substantially shaped by their satisfaction levels. Research consistently demonstrates that higher job satisfaction correlates with lower voluntary turnover, higher absenteeism management, and superior service performance quality (Robbins and Judge, 2019; Mangkunegara, 2017).

Job satisfaction develops through employees' evaluations of multiple aspects of their work, including the work environment, supervisory support, compensation, career opportunities, interpersonal relationships, and organizational policies (Sismiati, Susanto, Gunawan, & Fahriza, 2025; Prawira, & Assa, 2025). Employees who perceive these aspects positively are more likely to experience a sense of accomplishment, appreciation, and belonging within the organization. Such positive evaluations encourage greater work motivation, organizational commitment, and willingness to contribute beyond formal job requirements (Ngaliman, Astarina, & Catrayasa, 2025). Conversely, dissatisfaction may arise when employees perceive inequitable treatment, limited career advancement, inadequate rewards, or an unsupportive work environment, leading to reduced motivation, lower productivity, and increased turnover intentions (Marlita, Dianingrum, Handayani, Perwitasari, & Liana, 2025). Therefore, job satisfaction is widely regarded as a key indicator of organizational effectiveness because it reflects employees' overall assessment of their work experiences and significantly influences both individual performance and long-term organizational success (Haryanto, Wibisono, & Catrayasa, 2025).

Job satisfaction is influenced by employees' overall perceptions of their work environment, including organizational support, interpersonal relationships, opportunities for growth, and the rewards they receive for their contributions (Kundori, Fauziningrum, & Sukrisno, 2025). Employees who experience a positive working environment and believe that their efforts are recognized and fairly rewarded are more likely to develop favorable attitudes toward their jobs. These positive attitudes contribute to higher levels of motivation, organizational commitment, and work performance while reducing the likelihood of absenteeism and turnover intentions. In the private security services industry, where employees are expected to maintain discipline, vigilance, and high service standards under demanding conditions, job satisfaction becomes an essential factor in sustaining employee well-being and organizational effectiveness (Nugroho, Said, & Said, 2025; Maskur, Basir, & Dewi, 2025). Therefore, organizations that continuously improve workplace conditions and compensation practices are better positioned to foster higher job satisfaction and achieve consistent service quality (Larasandi & Satrya, 2025).

H₃: Organizational climate and compensation together have a significant combined positive relationship with employee job satisfaction at PT. Central Cipta Securindo.

2.6 Relationship Between Organizational Climate and Job Satisfaction

Organizational climate influences job satisfaction because it determines how employees perceive their daily work environment and organizational support (Ortan, Simut, & Simut, 2021). A positive organizational climate characterized by effective communication, supportive leadership, mutual trust,

teamwork, and fair organizational practices encourages employees to feel respected, valued, and psychologically secure ([Soelton, Noermijati, Vizano, Parmariza, Abadi, & Zulfriadi, 2020](#)). These favorable workplace conditions strengthen employees' emotional attachment to the organization, increase work motivation, and create positive feelings toward their jobs. As employees experience a more supportive and collaborative work environment, they are more likely to report higher levels of job satisfaction ([Sahito & Vaisanen, 2020](#)).

In organizations where employees perform demanding operational responsibilities, such as private security service companies, organizational climate becomes particularly important. Security personnel often work under high levels of responsibility, strict operational procedures, and rotating work schedules, making managerial support and positive workplace relationships essential for maintaining employee morale ([Idris, Adi, Soetjpto, & Supriyanto, 2020](#)). A healthy organizational climate reduces workplace stress, promotes cooperation among employees, and enhances employees' confidence in the organization. Therefore, a positive organizational climate is expected to contribute significantly to higher employee job satisfaction ([Rožman & Štrukelj, 2021](#)).

2.7 Relationship Between Compensation and Job Satisfaction

Compensation has a direct influence on job satisfaction because it reflects the organization's appreciation for employees' contributions and performance. Employees evaluate compensation not only based on the amount they receive but also on its fairness, competitiveness, consistency, and alignment with their responsibilities ([Soenanta, Akbar, & Sariwulan, 2020](#)). Financial compensation, including salaries, incentives, and bonuses, helps satisfy employees' economic needs, while non-financial compensation, such as recognition, career development opportunities, and employee benefits, fulfills psychological and professional needs. When employees perceive compensation as fair and adequate, they are more likely to experience positive attitudes toward their work and the organization ([Nurlina, 2022; Mabaso, & Dlamini, 2021](#)).

Within the private security industry, compensation is particularly important because employees perform physically demanding and high-risk tasks while maintaining discipline and service quality ([Pfister, Jacobshagen, Kälin, & Semmer, 2020](#)). Appropriate compensation provides employees with a sense of security and organizational appreciation, increasing their motivation and willingness to remain committed to the organization. Conversely, compensation perceived as unfair or inadequate may reduce employee morale and satisfaction regardless of other favorable organizational conditions. Therefore, compensation is expected to have a positive relationship with employee job satisfaction ([Alkandi, Khan, Fallatah, Alabdulhadi, Alanizan, & Alharbi, 2023](#)).

2.8 Combined Relationship Between Organizational Climate and Compensation on Job Satisfaction

Employee job satisfaction is influenced by multiple organizational factors that operate simultaneously rather than independently. Organizational climate creates a supportive work environment that fosters positive interpersonal relationships, effective communication, and organizational trust, while compensation provides financial security and recognition for employees' contributions ([Chatzopoulou, Manolopoulos, & Agapitou, 2022](#)). Together, these factors satisfy both employees' psychological and economic needs, creating a more positive overall work experience. As a result, organizations that maintain a positive organizational climate while implementing fair and competitive compensation systems are more likely to achieve higher levels of employee satisfaction ([Bellmann & Hübler, 2021](#)).

In the context of PT Central Cipta Securindo, where employees perform essential security services under demanding operational conditions, the combination of a supportive organizational climate and an effective compensation system is expected to strengthen employee commitment and satisfaction. Employees who feel supported by management and fairly rewarded for their performance are more likely to demonstrate positive work attitudes, greater organizational loyalty, and higher job satisfaction. Therefore, organizational climate and compensation are expected to jointly have a

significant positive relationship with employee job satisfaction, providing a comprehensive explanation of employee attitudes within the organization ([Chatzopoulou et al., 2022](#)).

2.8.1 Conceptual Framework

The conceptual framework of this study positions organizational climate (X1) and compensation (X2) as the two independent variables simultaneously and individually predicting employee job satisfaction (Y). Theoretically, both variables influence job satisfaction through both direct motivational effects—compensation meeting financial security needs; organizational climate meeting social, recognition, and belonging needs—and indirect interactive effects, as a positive organizational climate amplifies the satisfaction effects of adequate compensation by creating a context in which financial rewards are perceived as fair and meaningful rather than merely transactional. The combined (simultaneous) effect of both variables on job satisfaction is therefore theoretically expected to exceed the sum of their individual effects.

3. Research Methodology

3.1 Research Design

This study employs a descriptive correlational (associative) research design, appropriate for investigating the degree and direction of relationships among organizational variables without manipulating any variable ([Sugiyono, 2016](#)). The descriptive orientation provides a characterization of the study population's perceptions of organizational climate, compensation, and job satisfaction. The correlational orientation quantifies the relationships among these three variables both individually and collectively, enabling hypothesis testing regarding the direction and significance of the identified relationships.

3.2 Population and Sample

The study population comprised all 94 employees at PT. Central Cipta Securindo's headquarters in Bekasi (Jl. Raya Hankam Ujung Aspal No. 12, Bekasi 17432). A census (saturated sample) method was applied—all 94 employees constituted the research sample—eliminating sampling error and ensuring complete population representativeness. This approach is appropriate when the total population falls below 100, making universal inclusion both feasible and statistically advantageous ([Sugiyono, 2016](#)). Data collection was conducted over the research period of March to May 2025.

3.3 Measurement Instruments

Data were collected using structured closed-ended questionnaires based on five-point Likert scales (1 = Strongly Disagree to 5 = Strongly Agree). Organizational Climate (X_1) was measured through dimensions adapted from [Litwin and Stringer \(1998\)](#) and [Davis and Newstrom \(1996\)](#): organizational structure, individual responsibility, reward fairness, management warmth and support, conflict management, work standards, organizational identity, and risk orientation. Compensation (X_2) was measured through financial dimensions (base salary adequacy, performance bonus fairness, shift allowances, incentives) and non-financial dimensions (insurance and protection programs, professional development support, work-life balance) adapted from [Nawawi \(2000\)](#) and [Simamora \(1997\)](#). Job Satisfaction (Y) was measured through dimensions adapted from [Herzberg et al. \(1959\)](#) and [Wexley and Yukl \(1984\)](#): goal achievement, recognition, nature of work, responsibility, and career advancement opportunities.

3.4 Validity, Reliability, and Analysis

Instrument validity was confirmed using the Corrected Item-Total Correlation method; all items achieved r-count values exceeding the critical value of $r\text{-table} = 0.2045$ ($n = 94$, $df = 92$, $\alpha = 5\%$). Reliability was confirmed with Cronbach's alpha (overall $\alpha = 0.9402 > 0.70$ threshold), indicating

excellent instrument reliability. Statistical analyses were conducted using SPSS version 11.5. Descriptive statistics characterized the respondent population and variable mean distributions. Spearman's Rank Correlation (rs) was applied to assess bivariate relationships between each independent variable and job satisfaction (H1 and H2), appropriate given the ordinal Likert-scale data. Multiple correlation analysis (R) assessed the simultaneous relationship of organizational climate and compensation with job satisfaction (H3). Hypothesis significance was tested using t-tests for partial correlations and the F-test for simultaneous effects, with the significance threshold set at $\alpha = 0.05$.

4. Results and Discussions

4.1 Respondent Profile

Table 1. Respondent Demographic Profile (N = 94)

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	50	53,2
	Female	44	46,8
Marital Status	Married	64	68,1
	Single	30	31,9
Educational Level	Bachelor's Degree (S1)	36	38,3
	Diploma (D3)	28	29,8
	Senior High School	22	23,4
	Other	8	8,5

Source: Primary Data Processed, 2025

Table 1 presents the demographic profile of the 94 employee respondents. The sample was predominantly male (53.2%), reflecting the gender composition typical of the security services sector in Indonesia. The majority were married (68.1%), and the largest educational cohort held bachelor's degrees (38.3%), a profile suggesting a relatively well-educated workforce for the security industry—consistent with CEPRO's emphasis on professional competence development. The demographic diversity of the respondent population—including employees across various positions, tenure levels, and educational backgrounds—provides a representative perspective on organizational climate and compensation perceptions across the company.

4.2 Instrument Quality: Validity and Reliability

All questionnaire items across all three constructs recorded Corrected Item-Total Correlation values exceeding the critical r-table value of 0.2045 ($n = 94$, $\alpha = 5\%$), confirming that all items are valid measures of their respective constructs. The overall Cronbach's alpha of 0.9402 substantially exceeds the minimum reliability threshold of 0.70, indicating excellent internal consistency across the combined instrument. These psychometric properties confirm that the data collected are dependable and suitable for the correlation and regression analyses applied in hypothesis testing.

4.3 Descriptive Analysis of Key Variables

Descriptive analysis of organizational climate responses indicated that respondents generally assessed CEPRO's organizational climate favorably, with highest agreement on organizational structure and responsibility dimensions. However, dimensions related to conflict management and reward fairness received more mixed responses—a finding consistent with the qualitative observation that CEPRO's family-like culture may limit the objectivity of performance evaluation and recognition practices. For compensation, financial elements (salary and bonuses) were generally rated as satisfactory, while non-financial elements—particularly protection programs and work-life balance provisions—received more uncertain responses, suggesting these dimensions represent the most significant improvement

opportunity in CEPRO's compensation system. Job satisfaction was generally positive, with highest satisfaction reported for goal achievement, job recognition, and the nature of the work itself, and more varied responses regarding career advancement opportunities—a dimension consistent with the literature identifying limited promotional clarity as a common dissatisfier in the security services sector.

4.4 Hypothesis Testing Results

Table 2. Hypothesis Testing Summary

Hyp.	Relationship	Statistic	Sig.?	Strength	Decision
H_1	Organizational Climate (X_1) → Job Satisfaction (Y)	$r_s = 0.703$; t-test $p < .05$	Yes	Strong	Supported
H_2	Compensation (X_2) → Job Satisfaction (Y)	$r_s = 0.862$; t-test $p < .05$	Yes	Very Strong	Supported
H_3	$X_1 + X_2$ (combined) → Job Satisfaction (Y)	$R = 0.946$; $R^2 = 0.894$; F-test $p < .05$	Yes	Excellent	Supported

Source: Source: SPSS Analysis, 2025

r_s = Spearman's Rank Correlation; R = Multiple Correlation Coefficient; R^2 = Coefficient of Determination.

Table 2 presents the summary of the hypothesis testing results. The findings indicate that all hypothesized relationships are statistically significant, with organizational climate showing a strong positive relationship, compensation demonstrating a very strong positive relationship, and the combined influence of both variables exhibiting an excellent association with employee job satisfaction.

4.4.1 H_1 : Organizational Climate and Job Satisfaction (Supported)

Organizational climate has a strong positive and significant relationship with employee job satisfaction (H_1 : $r_s = 0.703$, $p < 0.05$), confirming H_1 . This finding is consistent with the established literature on organizational climate and job satisfaction: [Davis and Newstrom \(1996\)](#) and [Robbins and Judge \(2019\)](#) both identify a positive, communicative, and supportive organizational climate as a primary determinant of employee job satisfaction. At CEPRO, the moderate-to-strong correlation ($r_s = 0.703$) suggests that while the family-like organizational culture creates meaningful satisfaction gains through interpersonal warmth and social belonging, the identified deficiencies in reward fairness and conflict management transparency constrain the correlation from reaching the very strong levels observed for compensation. This pattern is theoretically consistent with Herzberg's Two-Factor Theory: the organizational climate's hygiene dimensions (management support, working conditions) prevent significant dissatisfaction, while the motivator dimensions (recognition, career clarity) remain partially underdeveloped, capping the climate's total satisfaction contribution. The implication for CEPRO management is that improvements specifically targeting reward transparency, objective performance evaluation, and career pathway clarity would yield the highest satisfaction gains from organizational climate investments.

4.4.2 H_2 : Compensation and Job Satisfaction (Supported)

Compensation has a very strong positive and significant relationship with employee job satisfaction (H_2 : $r_s = 0.862$, $p < 0.05$), confirming H_2 and identifying compensation as the stronger individual satisfaction predictor at CEPRO. The $r_s = 0.862$ coefficient indicates that compensation variations account for a substantial proportion of individual-level job satisfaction variation—a finding consistent with [Mangkunegara \(2017\)](#) and [Jufrizen \(2016\)](#) in Indonesian organizational contexts and with the broader compensation-satisfaction literature. The stronger compensation-satisfaction correlation relative to the organizational climate correlation (0.862 vs. 0.703) aligns with the qualitative evidence

that employees perceive a compensation fairness deficit relative to their occupational demands—suggesting that unmet compensation expectations generate more acute satisfaction deprivation than the organizational climate's identified limitations. [Nawawi \(2000\)](#) specifically documents that compensation must address both financial adequacy (ability to meet living costs and financial aspirations) and perceived fairness (equity relative to workload, risk, and market rates) to generate maximum satisfaction; the mixed responses to non-financial compensation at CEPRO suggest that expanding the non-financial benefits package—particularly insurance, professional certification support, and wellness programs—would complement salary improvements in maximizing compensation's satisfaction contribution.

4.4.3 *H₃: Combined Effect on Job Satisfaction (Supported)*

The combined relationship of organizational climate and compensation with job satisfaction is very strong and highly significant (H_3 : $R = 0.946$, $R^2 = 0.894$, F-test $p < 0.05$), confirming H_3 . The R^2 of 0.894 indicates that together, organizational climate and compensation explain 89.4% of the variance in employee job satisfaction at CEPRO—an exceptionally high coefficient of determination for a two-variable model in behavioral research, indicating that these two factors comprehensively account for nearly all systematic satisfaction variation among CEPRO employees. The combined R (0.946) substantially exceeds the individual correlations for organizational climate (0.703) and compensation (0.862), demonstrating a positive interaction effect: a supportive organizational climate amplifies the satisfaction effects of adequate compensation, and vice versa. This interaction is consistent with the theoretical framework's prediction that employees in positive organizational climates experience compensation as more meaningful and appreciated than equivalent compensation in unsupportive organizational contexts. For CEPRO management, this finding delivers a clear strategic message: simultaneous investment in both organizational climate improvement and compensation enhancement generates satisfaction outcomes that are substantially greater than the sum of either investment alone.

5. Conclusions

This study examined the relationships among organizational climate, compensation, and job satisfaction among 94 employees at PT. Central Cipta Securindo, Bekasi, using Spearman's Rank Correlation and multiple correlation analysis. Three principal conclusions are drawn. First, organizational climate has a strong positive and significant relationship with employee job satisfaction (H_1 supported: $r_s = 0.703$, $p < 0.05$), confirming that improvements in communication transparency, management support, reward fairness, and conflict management practices generate measurable job satisfaction gains. Second, compensation has a very strong positive and significant relationship with employee job satisfaction (H_2 supported: $r_s = 0.862$, $p < 0.05$), confirming that fair, competitive, and transparently administered compensation—encompassing both financial and non-financial dimensions—is the strongest individual predictor of job satisfaction among CEPRO employees. Third, organizational climate and compensation together have an excellent, highly significant combined positive relationship with job satisfaction (H_3 supported: $R = 0.946$, $R^2 = 0.894$, $p < 0.05$), indicating that 89.4% of job satisfaction variance at CEPRO is explained by these two variables jointly, with a positive interaction effect wherein a supportive organizational climate amplifies compensation's satisfaction benefits and vice versa. These findings confirm that for PT. Central Cipta Securindo—and by extension for comparable private security services companies in Indonesia—systematic attention to both the organizational climate and compensation dimensions of the employee experience is essential for achieving and sustaining high levels of job satisfaction, workforce stability, and service quality.

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Author Contributions

MY contributed to conceptualization, methodology, data collection, formal analysis, and writing the original draft. HM contributed to supervision, validation, and research design. SW contributed to review, editing, and manuscript refinement. All authors have read and approved the final manuscript and agree to be accountable for all aspects of the work.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this study. The authors confirm that no financial, professional, or personal relationships influenced the research design, data collection, analysis, interpretation of results, or manuscript preparation.

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