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The Influence of Organizational Climate and Compensation on Job Satisfaction at PT. Central Cipta Securindo

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Abstract: The objective of this study is to explore and examine the relationship between organizational climate and job satisfaction, the relationship between compensation and job satisfaction, and the combined relationship between organizational climate and compensation with job satisfaction. The research method used in this study is descriptive and correlational, or associative research, which connects variables by determining the degree or level of relationship among them. Through correlational analysis, the study investigates the relationship between several variables both individually and simultaneously. Based on the analysis and discussion, the findings conclude that, first, there is a positive and significant relationship between organizational climate and job satisfaction. As the organizational climate improves, job satisfaction tends to increase. This indicates that organizational climate has a strong connection with job satisfaction. Second, there is a positive and significant relationship between compensation and job satisfaction. As compensation increases, job satisfaction tends to increase as well. This shows that compensation strongly influences job satisfaction. Third, both organizational climate and compensation have a strong, positive, and significant combined relationship with job satisfaction. This suggests that improvements in both organizational climate and compensation together will likely lead to an increase in job satisfaction.

Keyword: Organizational climate, compensation, and employee job satisfaction

INTRODUCTION

The security services industry in Indonesia, including PT. Central Cipta Securindo, plays a crucial role in safeguarding assets, individuals, and facilities across various sectors such as banking, residential areas, and commercial zones. With more than 5,670 Private Security Service Providers (BUJP) and over 856,000 security personnel in 2022, the industry faces pressures to deliver professional services and meet client expectations amidst intense competition and stringent

regulations, such as the Indonesian National Police Regulation No. 4/2020. However, the success of a security services company not only depends on the quality of service but also on internal factors like organizational climate, compensation, and employee job satisfaction, all of which directly influence performance and employee retention.

Organizational climate refers to employees' perceptions of their work environment, including communication, management support, and inter-employee relationships. Positive organizational climate has been shown to improve motivation and job satisfaction, which, in turn, supports organizational performance. In PT. Central Cipta Securindo, employee reviews suggest a family-like work culture that fosters interpersonal relationships but may hinder objectivity in performance evaluations and career progression. A less transparent organizational climate can lead to lower job satisfaction, particularly among security personnel who work under high pressure.

Compensation, which includes salary, benefits, and incentives, is another critical factor influencing job satisfaction and employee retention. Fair and competitive compensation can enhance work motivation and performance. However, in the security services industry, including PT. Central Cipta Securindo, compensation often remains a sensitive issue. Employee feedback indicates that compensation at the company is not fully competitive relative to the workload, which includes long shifts and high risks. This issue may lead to job dissatisfaction and increased turnover intention, as demonstrated in a similar study conducted at PT. Cipta Nugraha Contrindo, where low compensation was associated with higher turnover rates.

Job satisfaction is a positive or negative feeling that employees have about their work, influenced by factors such as organizational climate, compensation, and career development opportunities. High job satisfaction is essential in the security services industry because security personnel need to remain alert and professional in challenging situations. Research shows that high job satisfaction correlates with better employee performance. At PT. Central Cipta Securindo, despite offering training programs to enhance competence, employee job satisfaction can be disrupted if the organizational climate is unsupportive or compensation is inadequate, which may affect the quality of security services provided. PT. Central Cipta Securindo, operating since 2008 in Bekasi, faces challenges in maintaining employee job satisfaction amid industry competition and high client expectations. The security industry encounters complex threats such as terrorism, cybercrime, and drug abuse, requiring not only competent but also satisfied employees. However, the family-like organizational climate can limit objectivity in promotions and rewards, while inadequate compensation increases turnover risks. Studies in other industries show that organizational climate, compensation, and job satisfaction significantly impact employee performance, which is relevant to PT. Central Cipta Securindo's context.

This study seeks to explore the relationships between organizational climate, compensation, and job satisfaction, particularly in the context of PT. Central Cipta Securindo, aiming to offer insights for improving employee retention and enhancing service quality in the security services industry.

LITERATURE REVIEW

Organizational Climate

Organizational climate is the internal environment of an organization, which is experienced by its members as they perform their tasks. According to Davis and Newstrom (1996), organizational climate refers to the human environment where members engage in their work. A positive organizational climate can foster motivation and job satisfaction, enhancing overall organizational performance. Robbins and Judge (2019) highlight that a supportive organizational climate leads to better communication, stronger teamwork, and higher employee engagement, thus

improving productivity. Additionally, Litwin and Stringer (1998) identify several dimensions of organizational climate, including structure, responsibility, warmth, support, rewards, conflict, work standards, identity, and risk. A healthy organizational climate, according to these dimensions, can significantly influence employee satisfaction and organizational success.

In relation to PT. Central Cipta Securindo, the organizational climate is considered a key factor influencing employee satisfaction. As mentioned by Davis and Newstrom, an organization with a supportive, communicative, and fair climate enables employees to thrive, leading to increased motivation and retention. However, if the climate is not conducive to open communication or employee well-being, it can lower job satisfaction. The climate within PT. Central Cipta Securindo is perceived by some employees as family-oriented, which may hinder objective performance assessments and career advancement. This can ultimately affect employee satisfaction, which is crucial in maintaining a productive and engaged workforce in the security services industry.

Compensation

Compensation is a critical factor in influencing employee satisfaction and retention. Handoko (1992) states that a well-managed compensation system helps an organization attract, retain, and motivate a productive workforce. Simamora (1997) elaborates on the importance of compensation in fostering organizational goals, noting that fair compensation reflects an organization's recognition of employees' contributions. Research by Mangkunegara (2017) and Jufrizien (2016) demonstrates that fair compensation directly impacts job satisfaction and performance. In industries like security services, including PT. Central Cipta Securindo, compensation often becomes a sensitive issue. Employees in this sector, especially security personnel, often feel that their compensation does not reflect the high risks and long working hours associated with their jobs. This gap can lead to dissatisfaction and high turnover intention, as seen in similar studies.

Adequate compensation systems are essential for maintaining a motivated workforce. According to Nawawi (2000), compensation should be viewed as both a financial and non-financial reward, which not only ensures fairness but also meets employees' basic needs. In PT. Central Cipta Securindo, employees have expressed concerns about the inadequacy of compensation relative to their workload. This discrepancy can lead to dissatisfaction and increased turnover. A competitive compensation system is crucial for attracting and retaining talent, ensuring that employees feel valued and are motivated to perform at their best.

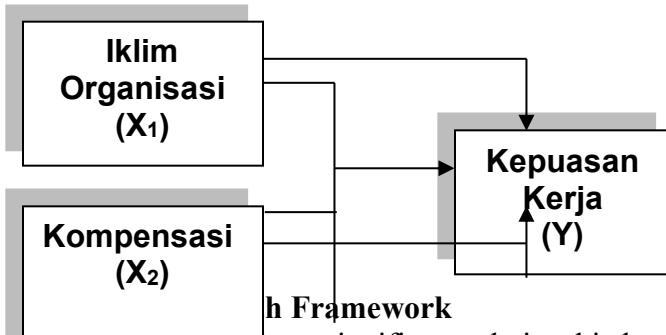
Job Satisfaction

Job satisfaction refers to how employees feel about their work and the overall conditions surrounding it. Robbins (1996) defines job satisfaction as an individual's general attitude towards their job. According to Wexley and Jukl (1984), job satisfaction is a reflection of how employees feel about various aspects of their job, such as pay, supervision, and interpersonal relationships. In PT. Central Cipta Securindo, job satisfaction is influenced by the organizational climate and compensation systems, as employees' perceptions of fairness and support from the organization shape their satisfaction levels. Theories such as Herzberg's Two-Factor Theory highlight that job satisfaction is influenced by both intrinsic factors (e.g., achievement and responsibility) and extrinsic factors (e.g., salary and working conditions).

Employees who feel satisfied with their work tend to be more productive and committed to the organization. As Robbins (1996) notes, high job satisfaction correlates with increased productivity and reduced absenteeism. In PT. Central Cipta Securindo, providing a positive work

environment and competitive compensation can enhance job satisfaction, thus improving overall performance. This relationship is crucial in the security services industry, where employee alertness and professionalism are key to maintaining high-quality services. Job satisfaction, therefore, plays a pivotal role in ensuring that employees are engaged and motivated to contribute effectively to organizational goals.

Organizational climate can influence employees in shaping their expectations, particularly regarding the potential outcomes or impacts of their actions, which in turn affects job satisfaction. Meanwhile, compensation can also influence employees' job satisfaction. Therefore, a decrease in compensation is likely to lead to a decline in job satisfaction, and conversely, an increase in compensation can enhance job satisfaction. The complete framework for this research can be seen in Figure :



Ho: There is no significant relationship between organizational climate and job satisfaction.

Ha: There is a significant relationship between organizational climate and job satisfaction.

H0: There is no significant relationship between compensation and job satisfaction.

Ha: There is a significant relationship between compensation and job satisfaction.

H0: There is no significant relationship between organizational climate and compensation, collectively, with job satisfaction.

Ha: There is a significant relationship between organizational climate and compensation, collectively, with job satisfaction.

METHOD

Research Location and Duration

The study was conducted at PT. Central Cipta Securindo, located at Jl. Raya Hankam Ujung Aspal No. 12, Bekasi, 17432. The research spanned approximately three months, from March to May 2025, covering the preparation phase until the completion of the thesis.

Research Type

This study utilized descriptive and correlational research methods, specifically an associative approach. The purpose is to explore and determine the degree of relationship between the variables being examined. By using a correlational approach, the study investigated the relationships between several variables both individually and simultaneously. The research was based on systematic, controlled, empirical, and critical theories, ensuring a structured and objective investigation.

Population and Sampling Technique

The population of this study consists of 94 employees at the PT. Central Cipta Securindo headquarters. The sampling technique used was a saturated sample (census), where the entire population was included as the sample. This method was chosen to avoid sampling errors and to

accurately reflect the population's conditions, especially since the total population is less than 100, making it ideal to survey everyone.

Data Collection Instruments

The data were collected using a closed-questionnaire technique, where the respondents were asked a set of predefined questions. The questionnaire was structured in a detailed and comprehensive manner, designed to collect primary data from the selected sample.

Data Analysis Technique

The data collected were analyzed using SPSS version 11.5 for accuracy and statistical processing. Instrument validity and reliability were tested to ensure the quality of the research instruments. Descriptive statistics, such as frequency distribution and means, were used, along with inferential statistics, including correlation and regression analysis. Spearman's Rank Correlation was used to determine the relationship between variables, while multiple correlation analysis (R) was employed to assess the collective influence of organizational climate and compensation on job satisfaction. The significance level for hypothesis testing was set at $\alpha = 0.05$, and the study applied standard tests such as t-tests and F-tests to verify the relationships between the variables. This methodology provided a structured approach to investigating the relationships between organizational climate, compensation, and job satisfaction at PT. Central Cipta Securindo, contributing to the understanding of how these factors interact to influence employee performance and retention.

RESULTS AND DISCUSSION

Descriptive Analysis

The research was conducted at PT. Central Cipta Securindo (CEPRO), a company operating in the security services sector in Bekasi. The study involved 94 employees, with the aim of examining the relationship between organizational climate, compensation, and job satisfaction. The research applied various data analysis methods including validity and reliability tests, descriptive analysis, Spearman's rank correlation, and multiple correlation analysis.

Validity and Reliability Testing

The validity test, using the Corrected Item Total Correlation method, confirmed that the questionnaire was valid, as all items had values higher than the critical value ($r > 0.2045$). Reliability testing with Cronbach's alpha resulted in a value of 0.9402, indicating that the instrument was highly reliable, meeting the standard ($\alpha \geq 0.70$). This assures that the data collected through the questionnaire is dependable and accurate.

Descriptive Analysis of Respondent Demographics

The demographic analysis revealed that most respondents (53.2%) were male, with 68.1% married and 38.3% holding a bachelor's degree. These demographic factors were essential in understanding the context of the responses regarding organizational climate, compensation, and job satisfaction.

Organizational Climate Analysis

The organizational climate was assessed based on several dimensions, including organizational structure, responsibility, warmth, support, rewards, conflict, work standards, identity, and risk. Results from the descriptive analysis showed that respondents generally agreed that the organizational climate at CEPERO was good, especially in areas like organizational structure

and responsibility. However, areas such as conflict and rewards received more mixed responses, indicating room for improvement in these aspects.

Compensation Analysis

Compensation was also examined through both financial and non-financial dimensions. The financial compensation, which included salary, performance bonuses, and incentives, was generally considered satisfactory by the employees. However, some respondents expressed uncertainty regarding the fairness of the compensation system, particularly concerning performance-based rewards. Non-financial compensation, such as protection programs and work-life balance, showed more mixed responses, with many employees expressing uncertainty about the adequacy of these benefits.

Job Satisfaction Analysis

Job satisfaction was evaluated through dimensions such as goal achievement, recognition, the nature of the job, responsibility, and career development opportunities. The analysis revealed that respondents were generally satisfied with their jobs, especially in terms of achieving goals, job recognition, and the nature of their work. However, areas related to career advancement and opportunities for promotion received more varied responses, with some employees expressing concerns about the lack of clear career progression.

Correlation and Hypothesis Testing

The study found significant positive correlations between organizational climate, compensation, and job satisfaction. Spearman's correlation results indicated strong relationships between organizational climate and job satisfaction ($r = 0.703$) and between compensation and job satisfaction ($r = 0.862$). Multiple correlation analysis further supported these findings, with a strong combined effect of both variables on job satisfaction ($R = 0.946$, $R^2 = 0.894$). The significance of these relationships was confirmed by the F-test and t-tests, with all values falling below the significance level of 0.05.

Interpretation of Results

The analysis suggests that both organizational climate and compensation play crucial roles in determining job satisfaction at PT. Central Cipta Securindo. The results indicate that employees are generally satisfied with the organizational climate and compensation, with both factors positively influencing their job satisfaction. The findings imply that the expectations of employees regarding organizational climate and compensation are being met, which contributes to their overall satisfaction. This suggests that improving these aspects further could lead to even higher levels of job satisfaction and employee retention.

CONCLUSION

Based on the analysis and discussion, it can be concluded that there is a strong and positive relationship between organizational climate and job satisfaction. The study shows that as the organizational climate improves, employees' job satisfaction tends to increase. This reflects the crucial role that organizational climate plays in shaping the work environment and the satisfaction employees derive from it. A positive organizational climate enhances communication, support, and overall working conditions, which significantly contributes to higher job satisfaction.

Furthermore, compensation is also found to have a positive and significant impact on job satisfaction. As compensation rises, employees' satisfaction with their job tends to improve as well. This emphasizes the importance of fair and competitive compensation in enhancing employee

motivation and satisfaction. Adequate compensation not only meets employees' financial needs but also signals appreciation for their work, fostering a sense of value and commitment.

Finally, when organizational climate and compensation are considered together, their combined effect on job satisfaction is even more pronounced. The research demonstrates that improvements in both organizational climate and compensation lead to a stronger increase in job satisfaction. This suggests that for organizations like PT. Central Cipta Securindo, focusing on both factors simultaneously can have a substantial impact on overall employee well-being and organizational success.

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