

THE EFFECT OF COMPENSATION AND ORGANIZATIONAL CLIMATE ON EMPLOYEE JOB SATISFACTION MODERATED BY ORGANIZATION COMMITMENT AT BPJS KETENAGAKERJAAN ACEH

Maqhfirrah Atriana¹⁾, Mesra B²⁾

^{1,2,3} Universitas Pembangunan Panca Budi, Medan, North Sumatra

Corresponding email: Fira.julileo@gmail.com¹

Author email: mesrab@dosen.pancabudi.ac.id²

ARTICLE INFO

Article History

Submission : 09/06/2026

Received : 17/06/2026

Revised : 26/06/2026

Accepted : 01/07/2026

Keywords

Compensation,
Organizational Climate,
Job Satisfaction,
Organizational
Commitment, Moderation

ABSTRACT

This study aims to analyze the effect of compensation and organizational climate on job satisfaction at BPJS Ketenagakerjaan Aceh with organizational commitment as a moderating variable. The sample of this study consisted of 100 employees selected using a purposive sampling method. Data were collected through questionnaires and analyzed using the Partial Least Square (PLS) method. The results of the study indicate that: (1) compensation has a positive and significant effect on job satisfaction, (2) organizational climate has a positive and significant effect on job satisfaction, and (3) organizational commitment as a moderating variable does not have a significant effect on the relationship between compensation and organizational climate with job satisfaction. This study concludes that job satisfaction of at BPJS Ketenagakerjaan Aceh employees can be further improved through improving the compensation system and strengthening the organizational climate, while the role of organizational commitment as a moderator needs to be studied further.

INTRODUCTION

In the dynamics of the modern workplace, human resources (HR) are a strategic asset that significantly determines the success of organizations, both in the private and government sectors. An organization's success is not only determined by the completeness of the facilities and technology used, but also depends heavily on the performance and job satisfaction of its employees. Therefore, creating a supportive work environment and paying attention to employee well-being are crucial aspects that cannot be ignored. Job satisfaction is a psychological state that reflects feelings of pleasure or positivity towards one's work. A high level of job satisfaction not only impacts the well-being of individual employees but also contributes to the achievement of overall organizational goals. Conversely, job dissatisfaction can lead to various problems such as low productivity, increased absenteeism, and even employee turnover. In the context of public service

organizations such as at BPJS Ketenagakerjaan Aceh, employee job satisfaction is crucial given their role directly related to the quality of service to the public.

One important factor influencing job satisfaction is compensation, both financial and non-financial. Fair, appropriate, and competitive compensation provides a sense of security and increases work motivation. Employees who feel valued through a good compensation system tend to have high work morale and greater loyalty to the organization. On the other hand, dissatisfaction with compensation can lead to demotivation and job dissatisfaction, ultimately hindering performance achievement. In addition to compensation, organizational climate also plays a significant role in shaping employee perceptions and satisfaction with their workplace. Organizational climate reflects the general atmosphere, values, norms, and interaction patterns prevailing within the organization. A positive, participatory, and open work climate creates a sense of comfort, togetherness, and encouragement to contribute maximally. Conversely, a negative organizational climate can lead to psychological distress, conflict, and work stress, ultimately reducing job satisfaction.

However, the influence of compensation and organizational climate on job satisfaction is not always direct and absolute. In this regard, organizational commitment is a crucial variable that can strengthen or weaken the relationship. Organizational commitment refers to an employee's level of attachment and loyalty to their organization, including their desire to contribute and stay long-term. An employee with a high level of commitment tends to remain satisfied and motivated despite facing various challenges or limitations in the workplace. Conversely, employees with low commitment may be more easily affected by external factors such as dissatisfaction with compensation or organizational conditions. BPJS Ketenagakerjaan Aceh, as the institution responsible for providing social security for Indonesians, has a significant responsibility to ensure that each of its work units operates optimally. The North Sumatra Regional Office (Sumbagut) is a strategic area with extensive service coverage, making employee performance and job satisfaction crucial. With a large number of employees and a complex workload, it is crucial for management to understand and evaluate the factors that influence employee job satisfaction, particularly compensation, organizational climate, and organizational commitment.

Based on this description, this research is important to conduct to empirically examine the influence of compensation and organizational climate on employee job satisfaction at the BPJS Ketenagakerjaan Aceh, as well as the role of organizational commitment as a moderating variable in this relationship. The results of this study are expected to provide a basis for consideration in making more effective HR management policies oriented towards improving employee performance and service quality to BPJS Ketenagakerjaan Aceh participants.

Formulation of the problem

Based on the background that has been described, the researcher formulated the problem. The problem formulation in this study is as follows:

1. Does Compensation have a positive and significant effect on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh?
2. Does Organizational Climate have a positive and significant effect on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh?

3. Does Organizational Commitment have a positive and significant effect on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh?
4. Does Compensation have a positive and significant effect on employee Job Satisfaction moderated by Organizational Commitment at BPJS Ketenagakerjaan Aceh?
5. Does Organizational Climate have a positive and significant effect on employee Job Satisfaction moderated by Organizational Commitment at BPJS Ketenagakerjaan Aceh?

Research purposes

Based on the formulation of the problem, the researcher created the following research objectives:

1. To test and analyze the effect of Compensation on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh.
2. To test and analyze the effect of Organizational Climate on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh.
3. To test and analyze the effect of Organizational Commitment on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh.
4. To test and analyze the effect of Compensation on employee Job Satisfaction moderated by Organizational Commitment at BPJS Ketenagakerjaan Aceh.
5. To test and analyze the effect of Organizational Climate on employee Job Satisfaction moderated by Organizational Commitment at BPJS Ketenagakerjaan Aceh.

Benefits of research

This research is expected to provide benefits both theoretically and practically, as follows:

1. Theoretical Benefits

This research is expected to contribute to the development of science, particularly in the field of human resource management, by enriching the literature on the influence of compensation and organizational climate on job satisfaction, as well as the role of organizational commitment as a moderating variable. The results of this study can serve as a reference for future research examining similar variables in the context of public and private organizations.

2. Practical Benefits

- a. For BPJS Ketenagakerjaan Aceh Employment Management, The results of this study can be used as evaluation material and consideration in formulating human resource management policies, particularly related to the compensation system, the creation of a positive organizational climate, and strengthening organizational commitment to increase employee job satisfaction.
- b. For BPJS Employment Employees This research can provide insight and understanding to employees regarding the factors that influence their job satisfaction, so that it can encourage the creation of a more harmonious and productive work environment.

- c. For Further Researchers This research can be used as a basis or reference for further research that wants to develop studies on job satisfaction, by adding other variables or applying it to different organizational contexts.

Job Satisfaction

According to Rivai and Sagala (2020), Job Satisfaction is the feeling an employee has about their job, which includes positive attitudes towards various aspects of work such as tasks, coworkers, superiors, salary, and overall working conditions. The level of job satisfaction determines a person's spirit, loyalty, and productivity within the organization. According to Wibowo (2020), Job Satisfaction is a form of positive feeling towards work that arises from evaluating the aspects of the job undertaken. Job satisfaction reflects the extent to which an individual's expectations of their job are met.

Job Satisfaction Indicators

According to Wibowo (2020), job satisfaction can be measured through the following indicators:

1. Satisfaction with the job itself: How much employees enjoy their tasks and job responsibilities.
2. Satisfaction with superiors: The extent to which superiors act fairly, support, and appreciate employee contributions.
3. Satisfaction with coworkers: The quality of working relationships with teammates.
4. Satisfaction with salary/compensation: Perception of the fairness and adequacy of received compensation.
5. Satisfaction with promotion and career development: Opportunities for growth and advancement within the organization.

Compensation

According to Werther & Davis (2020), Compensation is what an employee receives in return for their contribution to the organization. According to Mondy & Martocchio (2017), Compensation refers to the total of all rewards given to employees in return for their services. According to Werther & Davis (2020), Compensation is what an employee receives in return for their contribution to the organization.

Compensation Indicators

According to Mondy & Martocchio (2017), they are as follows:

1. Direct Financial Compensation such as base salary and overtime pay.
2. Indirect Financial Compensation such as health benefits, insurance, pensions, and paid leave.
3. Non-Financial Compensation including comfortable working conditions, recognition, and career development opportunities.
4. Equity of Compensation employee perception of internal and external fairness in the payment system.
5. Performance-Based Pay compensation linked to work results or target achievement.
6. Competitiveness: the competitiveness of compensation compared to other companies in the same industry.

Organizational Climate

According to Schneider et al. (2020), Organizational Climate is the shared meaning employees associate with the policies, practices, and procedures they experience, as well as the behaviors they observe and are rewarded for. According to Ivancevich et al. (2018), Organizational Climate is a set of characteristics that describe an organization and differentiate it from other organizations, influencing the behavior of the people within it.

Organizational Climate Indicators

According to Ivancevich et al. (2018), indicators of organizational climate are as follows:

1. Structure The extent to which organizational rules, policies, and procedures are perceived as clear and orderly.
2. Responsibility The extent to which employees feel trusted and given responsibility in their work.
3. Reward Perception of the reward system, both financial and non-financial.
4. Risk The extent to which the organization encourages creative and innovative risk-taking.
5. Warmth and Support: The level of warmth, support, and empathy in relationships among employees and with leadership.
6. Standards The extent to which the organization sets and enforces work standards and performance achievement.

Organizational Commitment

According to Putra & Dewi (2020), Organizational Commitment is a positive attitude of employees towards the organization shown through emotional involvement, desire to contribute, and long-term loyalty to the organization where they work. According to Sopiah (2017), Organizational Commitment is the extent to which an employee believes in and accepts the organization's goals and has a desire to remain part of that organization. According to Putra & Dewi (2020), Organizational Commitment is a positive attitude.

Organizational Commitment Indicators

Indicators of Organizational Commitment according to Putra & Dewi (2020) are as follows:

1. The willingness of employees to accept the values upheld by the organization.
2. Employee involvement in organizational activities.
3. The desire to remain part of the organization.
4. Pride in being a member of the organization.
5. Loyalty in carrying out duties and responsibilities.

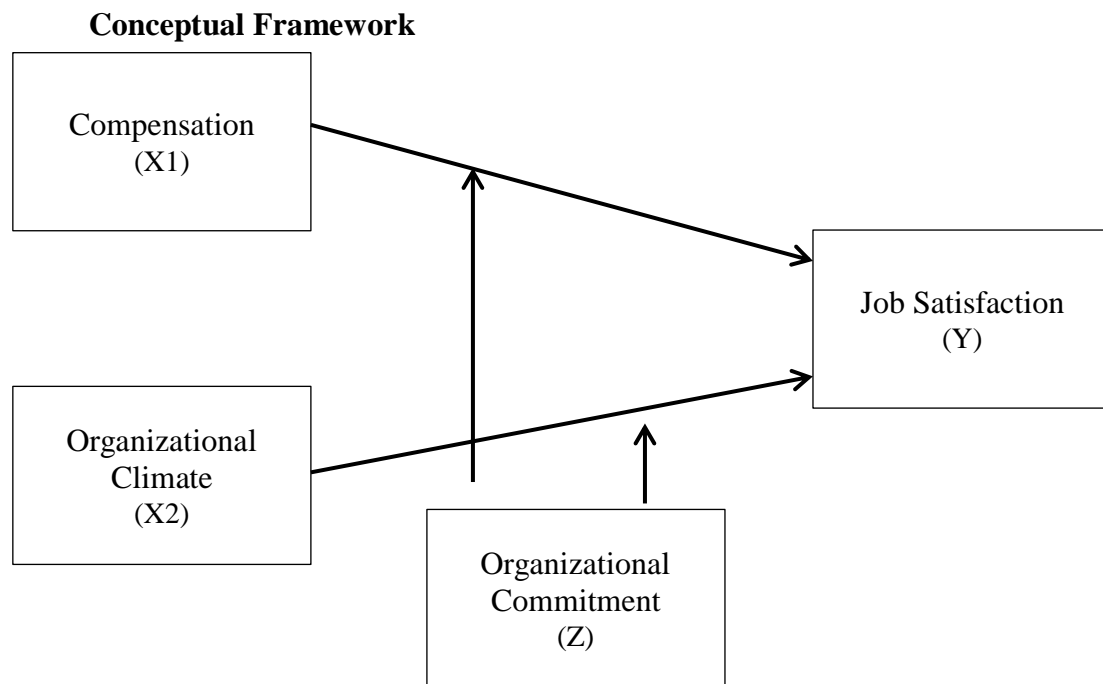


Figure 1. Conceptual Framework

Hypotheses

H1. Compensation has a positive and significant effect on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh.

H2. Organizational Climate has a positive and significant effect on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh.

H3. Organizational Commitment has a positive and significant effect on employee Job Satisfaction at BPJS Ketenagakerjaan Aceh.

H4. Compensation has a positive effect on employee Job Satisfaction moderated by Organizational Commitment at BPJS Ketenagakerjaan Aceh.

H5. Organizational Climate has a positive and significant effect on employee Job Satisfaction moderated by Organizational Commitment at BPJS Ketenagakerjaan Aceh.

METHOD

Types of research

The type of research used is quantitative research. According to Sugiyono (2018), quantitative data is a research method based on positivity (concrete data), research data in the form of numbers that will be measured using statistics as a calculation test tool, related to the problem being researched to produce a conclusion.

Research Time and Place

This research was conducted at the locations of the BPJS Ketenagakerjaan Aceh Office (Meulaboh Branch, Banda Aceh Branch, and Lhokseumawe Branch).

Population

This research uses the study population of all employees of the BPJS Ketenagakerjaan Aceh Office, totaling 75 employees. According to Sugiyono (2018), Population is the generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher to study and then draw conclusions.

Sample

The sample for this research is the entire population at the BPJS Ketenagakerjaan Aceh Office (Meulaboh Branch, Banda Aceh Branch, and Lhokseumawe Branch) totaling 75 employees using saturated sampling technique. According to Sugiyono (2018), Sample is a portion of the number and characteristics possessed by that population.

Data Collection Technique

The data collection technique used is a questionnaire; the researcher will distribute questionnaires to respondents who are the sample. According to Sugiyono (2018), a Questionnaire is a data collection technique done by giving a set of written questions or statements to respondents to answer.

Data Analysis Method

According to Ghozali (2006), the Partial Least Square (PLS) method explains that the structural equation model based on variance (PLS) is able to describe latent variables (not directly measured and measured using indicators (manifest variables)). According to Ghozali (2006), Partial Least Square (PLS) is defined as follows: "Partial Least Square (PLS) is a powerful analysis method because it does not assume data must be on a specific measurement scale, with a small number of samples. The purpose of Partial Least Square (PLS) is to help researchers obtain latent variable values for prediction purposes."

Operational Definition of Variables

According to Sugiyono (2018), a variable is an attribute, characteristic, or value of a person, object, or activity that exhibits specific variations determined by researchers to be studied and conclusions drawn. In this study, there are two types of variables: independent variables, dependent variables, and moderating variables. The dependent variable in this study is the purchasing decision. Meanwhile, the independent variables in this study are product quality, brand image, and product design.

Table 1. Definition of Operational Variables

Variables	Definition	Indicator
Compensation (X1)	According to Mondy & Martocchio (2017), compensation refers to the total of all rewards given to employees in return for their services.	<ol style="list-style-type: none"> 1. Direct financial compensation (basic salary, overtime pay) 2. Indirect financial compensation (allowances, insurance, leave, pension) 3. Non-financial compensation (working conditions, recognition, career development) 4. Compensation fairness 5. Performance-based pay 6. Compensation competitiveness in the industry
Organizational Climate (X2)	According to Ivancevich et al. (2018), organizational climate is a set of characteristics that describe an organization and differentiate it from other organizations and influence the behavior of its members.	<ol style="list-style-type: none"> 1. Organizational structure 2. Responsibility 3. Reward system 4. Risk taking 5. Warmth and support 6. Work standards
Organizational Commitment (Z)	According to Putra & Dewi (2020), organizational commitment is an employee's positive attitude towards the organization which is shown through emotional involvement, desire to contribute, and loyalty.	<ol style="list-style-type: none"> 1. Acceptance of organizational values 2. Involvement in organizational activities 3. Desire to remain in the organization 4. Pride in being a member of the organization 5. Loyalty in carrying out duties and responsibilities
Job satisfaction (Y)	According to Wibowo (2020), job satisfaction is a form of positive feeling towards work that arises from the results of an evaluation of aspects of the	<ol style="list-style-type: none"> 1. Satisfaction with the job itself 2. Satisfaction with superiors 3. Satisfaction with coworkers

	work being carried out.	4. Satisfaction with salary/compensation 5. Satisfaction with promotions and career development
--	-------------------------	--

Data Analysis Methods

The statistical test tool used in this study is the variance-based structural equation test or better known as Partial Least Square (PLS) using SmartPLS 3.0 software. According to Imam Ghozali (2016), the Partial Least Square (PLS) method explains that the variance-based structural equation model (PLS) is able to describe latent variables (not directly measured and measured using indicators (manifest variables)). According to Imam Ghozali (2006), Partial Least Square (PLS) is defined as follows: "Partial Least Square (PLS) is a powerful analysis method because it does not assume that data must be measured on a certain scale, and the number of samples is small. The purpose of Partial Least Square (PLS) is to help researchers obtain latent variable values for prediction purposes."

RESULTS AND DISCUSSION

Outer model

This model includes testing individual item reliability, internal consistency or construct reliability, and average variance extracted. These three measures are grouped based on convergent validity, which measures the degree of correlation between variables and latent variables. In addition to convergent validity, there is also discriminant validity testing. Measurement modeling is carried out to determine the relationship between variables and their indicators. This individual item reliability test describes the correlation between each measurement item (metric) and its structure in the standardized loading factor value. If the ideal load factor value is greater than 0.5, this indicator is valid as an indicator that can measure the structure. Next, internal consistency measurements are carried out, evaluated by composite reliability with a minimum value of 0.7. Convergent validity is then measured by testing the Average Variance Extracted (AVE) value. This value describes the amount of variance or variation in the manifest variable that can be accommodated by the latent variable. An ideal AVE value of 0.5 means the convergent validity value is good. Discriminant validity is evaluated by cross-loading, then comparing the AVE value with the squared correlation value between variables. The crossloading measure is to compare the correlation of a variable with other block variables, which shows that the variable predicts its block size better than other blocks. Another measure of discriminant validity is that the square of the AVE must be greater than the correlation between the other variables, or the AVE value must be greater than the square of the correlation between the variables.

Inner model

Researchers conduct structural model measurements to determine the relationships between hypothesized structures. This model involves several steps in the evaluation. The first step is to examine the significance of the relationships between variables. This can be seen from the path coefficient, which describes the strength of the relationship between variables. A path coefficient (β) with a threshold value greater than 0.2 indicates that the path is influential in the model.

The second step is to test the T-test value using the bootstrapping method using a two-tailed test with a 5% significance level to test the research hypothesis. If the T-test value is greater than α , the developed research hypothesis is accepted.

The third step is to evaluate the value of R^2 (coefficient of determinant). This value explains the variance of each target variable, with a standard size of around 0.75 being declared strong, around 0.5 being moderate, and less than 0.25 indicating a low level of variance.

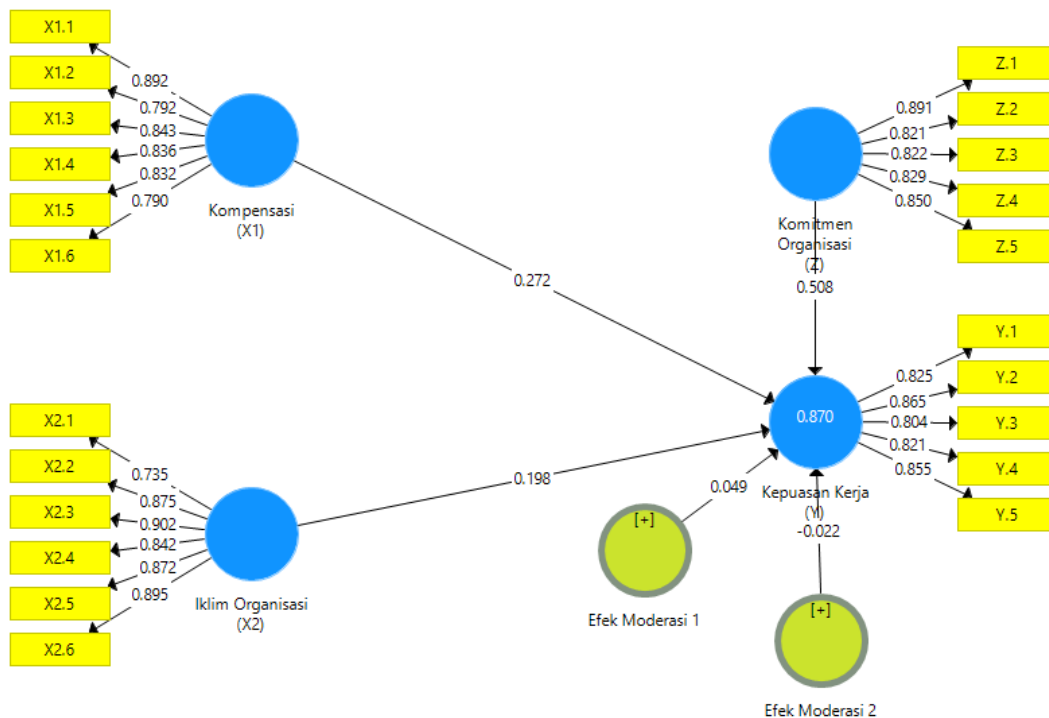


Figure 2. Research Model in SmartPLS

Source ; Smart PLS 3.3.3

The Smart PLS output for loading factor gives the results in the following table: Outer Loadings In this study there is an equation and the equation consists of two equations.

$$Y = b1X1 + b2Z + b3X1Z + e1$$

$$Y = 0.272 + 0.508 + 0.049 + e1$$

$$Y = b2X2 + b3Z + b4X2Z + e2$$

$$Y = 0.198 + 0.508 - 0.022 + e2$$

Table 2. Outer Loadings/Cross Loading

	Moderation Effect 1	Moderation Effect 2	Organizational Climate_(X2)	Job Satisfaction_(Y)	Organizational Commitment_(Z)	Compensation_(X1)
Organizational Climate_(X2) * Organizational Commitment_(Z)		0.832				
Compensation_(X1) * Organizational Commitment_(Z)	0.788					
X1.1						0.892
X1.2						0.792
X1.3						0.843
X1.4						0.836
X1.5						0.832
X1.6						0.790
X2.1			0.735			
X2.2			0.875			
X2.3			0.902			
X2.4			0.842			
X2.5			0.872			
X2.6			0.895			
Y.1				0.825		
Y.2				0.865		
Y.3				0.804		
Y.4				0.821		
Y.5				0.855		
Z.1					0.891	
Z.2					0.821	
Z.3					0.822	
Z.4					0.829	
Z.5					0.850	

Source ; Smart PLS 3.3.3

Table 2 shows that all indicators have outer loading/cross loading values above 0.70 , both for the main variables and the moderating effects. The Compensation (X1) , Organizational Climate (X2) , Job Satisfaction (Y) , and Organizational Commitment (Z) indicators each contain the highest loading values on their own constructs, thus fulfilling convergent and discriminant validity . In addition, the moderating effect indicators (Compensation × Organizational Commitment and Organizational Climate × Organizational Commitment) also show adequate loading values (>0.70), so that the moderating construct is declared valid and suitable for use in the research model.

Discriminant Validity

This discussion will focus on the results of the discriminant validity test in this section. Cross-loading values are used to test discriminant validity. If the cross-loading of an indicator is higher than that of another variable, it indicates discriminant validity. The cross-loading values for each indicator are as follows:

Table 3. Discriminant Validity

	Moderation Effect 1	Moderation Effect 2	Organizational Climate_(X2)	Job Satisfaction_(Y)	Organizational Commitment_(Z)	Compensation_(X1)
Organizational Climate_(X2) * Organizational Commitment_(Z)	0.859	1.000	-0.153	-0.098	-0.087	-0.142
Compensation_(X1) * Organizational Commitment_(Z)	1.000	0.859	-0.150	-0.078	-0.087	-0.098
X1.1	-0.059	-0.115	0.829	0.770	0.763	0.892
X1.2	-0.160	-0.209	0.686	0.797	0.762	0.792
X1.3	-0.013	-0.046	0.697	0.727	0.703	0.843
X1.4	-0.109	-0.146	0.723	0.670	0.637	0.836
X1.5	-0.125	-0.147	0.777	0.708	0.702	0.832
X1.6	-0.017	-0.035	0.665	0.695	0.677	0.790
X2.1	-0.195	-0.134	0.735	0.690	0.690	0.651
X2.2	-0.118	-0.141	0.875	0.696	0.679	0.732
X2.3	-0.246	-0.229	0.902	0.737	0.723	0.791
X2.4	0.028	0.027	0.842	0.792	0.696	0.806
X2.5	-0.161	-0.229	0.872	0.736	0.730	0.734
X2.6	-0.093	-0.094	0.895	0.768	0.814	0.779
Y.1	-0.081	-0.064	0.718	0.825	0.764	0.735
Y.2	-0.090	-0.063	0.738	0.865	0.792	0.739
Y.3	-0.005	-0.066	0.699	0.804	0.763	0.745
Y.4	-0.097	-0.174	0.722	0.821	0.741	0.741
Y.5	-0.049	-0.043	0.726	0.855	0.716	0.703
Z.1	-0.127	-0.105	0.761	0.827	0.891	0.776
Z.2	-0.060	-0.013	0.721	0.737	0.821	0.706
Z.3	-0.114	-0.146	0.799	0.732	0.822	0.753
Z.4	-0.050	-0.106	0.635	0.760	0.829	0.677
Z.5	-0.013	0.004	0.653	0.762	0.850	0.687

Source ; Smart PLS 3.3.3

Table 3 shows that discriminant validity has been met , where each indicator has the highest loading value on the construct it measures compared to other constructs. The Compensation indicator (X1.1–X1.6) has the highest correlation with the Compensation

variable (X1) , the Organizational Climate indicator (X2.1–X2.6) is the highest on Organizational Climate (X2) , the Job Satisfaction indicator (Y.1–Y.5) is the highest on Job Satisfaction (Y) , and the Organizational Commitment indicator (Z.1–Z.5) is the highest on Organizational Commitment (Z) . In addition, the moderation effect indicator shows a higher correlation value on its respective moderating construct compared to other constructs. Thus, it can be concluded that all constructs in the research model have been able to differentiate themselves well from other constructs, so that the measurement model is declared discriminant valid .

Composite reliability

In composite reliability analysis, the reliability coefficients of each variable are correlated. Research is considered reliable if the variable value is greater than 0.60, but unreliable if it is less than 0.60 or as low as 0.07. Several evaluation blocks can indicate the effectiveness and validity of research, such as Cochran's alpha, composite reliability, and AVE values, as shown in the table below.

Table 4 . Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Moderation Effect 1	1,000	1,000	1,000
Moderation Effect 2	1,000	1,000	1,000
Organizational Climate_(X2)	0.925	0.942	0.732
Job Satisfaction_(Y)	0.890	0.920	0.696
Organizational Commitment_(Z)	0.898	0.925	0.711
Compensation_(X1)	0.910	0.931	0.692

Source ; Smart PLS 3.3.3

Table 4 shows that all constructs have Cronbach's Alpha and Composite Reliability values above 0.70 , thus being declared reliable . The AVE value for each variable has also exceeded the 0.50 limit , indicating the fulfillment of convergent validity . Thus, all research constructs, including the moderating effect, are declared reliable and valid for use in structural model analysis.

Analysis Inner Model

To ensure the baseline model is accurate and robust, an internal model evaluation is performed. The completed audit phase is one of the indicators taken into account when evaluating the baseline model.

Coefficient Determination (R2)

By using the SmartPLS 3.0 program to process the data, here's how to determine the R Square value:

Table 5. R Square Results

	R Square	Adjusted Square	R
Job Satisfaction_(Y)	0.870	0.863	

Source ; Smart PLS 3.3.3

Table 5 shows that the R Square value for the Job Satisfaction variable (Y) is 0.870 with an Adjusted R Square of 0.863 . These results indicate that 87.0% of the variation in Job Satisfaction can be explained by the independent variables and moderating variables in the research model, while the remaining 13.0% is influenced by other factors outside the model. These values indicate that the model's explanatory power is classified as very strong.

Testing Hypothesis

The relationship between idle builds and the data in this example must be confirmed after the deep model is created. T-Statistics and P-Values are examined to perform statistical analysis in this case study. To determine whether the P-Values are < 0.05 and T-Insights values are > 1.96 , speculation is used. The impact of the Road Impact Coefficient over time is as follows:

Table 6 Hypothesis Results

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Results
Moderation Effect 1 -> Job Satisfaction_(Y)	0.049	0.351	0.363	Rejected
Moderation Effect 2 -> Job Satisfaction_(Y)	-0.022	0.176	0.430	Rejected
Organizational Climate_(X2) -> Job Satisfaction_(Y)	0.198	1,911	0.028	Accepted
Organizational Commitment_(Z) -> Job Satisfaction_(Y)	0.508	7,816	0,000	Accepted
Compensation_(X1) -> Job Satisfaction_(Y)	0.272	3,059	0.001	Accepted

Source ; Smart PLS 3.3.3

1. The Influence of Moderation Effect 1 on Job Satisfaction (Y)

The test results show a coefficient value of 0.049 with a T-statistic of 0.351 and P-values of 0.363. This value does not meet the significance criteria ($P > 0.05$), so Moderation Effect 1 does not have a significant effect on Job Satisfaction and the hypothesis is rejected .

2. The Influence of Moderation Effect 2 on Job Satisfaction (Y)

The coefficient value of -0.022 with a T-statistic of 0.176 and P-values of 0.430 indicates that Moderation Effect 2 does not have a significant effect on Job Satisfaction , so the hypothesis is rejected .

3. The Influence of Organizational Climate (X2) on Job Satisfaction (Y)
The analysis results show a positive coefficient of 0.198 with a T-statistic of 1.911 and P-values of 0.028 (<0.05). This indicates that Organizational Climate has a positive and significant effect on Job Satisfaction , so the hypothesis is accepted .
4. The Influence of Organizational Commitment (Z) on Job Satisfaction (Y)
The coefficient value of 0.508 with a T-statistic of 7.816 and P-values of 0.000 indicates that Organizational Commitment has a positive and very significant effect on Job Satisfaction , so the hypothesis is accepted .
5. The Effect of Compensation (X1) on Job Satisfaction (Y)
The test results show a coefficient of 0.272 with a T-statistic of 3.059 and P-values of 0.001 (<0.05). Thus, Compensation has a positive and significant effect on Job Satisfaction , so the hypothesis is accepted .

CONCLUSION

After obtaining the results of this research and describing them through hypotheses, the conclusions of this research are as follows:

1. Moderation Effect 1 does not have a significant effect on Job Satisfaction, so the hypothesis is rejected .
2. Moderation Effect 2 does not have a significant effect on Job Satisfaction, so the hypothesis is rejected .
3. Organizational Climate has a positive and significant effect on Job Satisfaction, so the hypothesis is accepted .
4. Organizational Commitment has a positive and very significant effect on Job Satisfaction, so the hypothesis is accepted .
5. Compensation has a positive and significant effect on Job Satisfaction, so the hypothesis is accepted .

REFERENCES

- Ghozali, I. (2006). *Aplikasi Analisis Multivariate dengan Program SPSS*. Semarang: Badan Penerbit Universitas Diponegoro.
- Ivancevich, J. M., Konopaske, R., & Matteson, M. T. (2018). *Organizational behavior and management* (11th ed.). New York: McGraw-Hill Education.
- KF Ferine, R Aditia, MF Rahmadana, [An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority](#), *Heliyon* 7 (7)
- Mondy, R. W., & Martocchio, J. J. (2017). *Human resource management* (14th ed.). Boston: Pearson.
- Putra, I. M. A., & Dewi, A. A. A. R. (2020). The Effect of Organizational Commitment on kinerja karyawan pada perusahaan keluarga di Denpasar. *Jurnal Manajemen dan Bisnis Indonesia*, 6(1), 12–20.

- Rivai, V., & Sagala, E. J. (2020). *Manajemen Source daya manusia untuk perusahaan*. Jakarta: Rajawali Pers.
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2020). Organizational climate and culture. In N. Anderson, D. S. Ones, H. K. Sinangil, & C. Viswesvaran (Eds.), *Handbook of industrial, work & organizational psychology* (2nd ed., pp. 373–398). SAGE Publications.
- Sopiah. (2017). *Perilaku organisasi*. Yogyakarta: Andi.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Bandung: Alfabeta.
- Werther, W. B., & Davis, K. (2020). *Human resources and personnel management* (7th ed.). New York: McGraw-Hill.
- Wibowo. (2020). *Manajemen kinerja*. Jakarta: Rajawali Pers.
- W Pranoto, B Mesra(2024), [The Influence of Work Motivation and Leadership Style On Employee Performance Through Job Satisfaction as A Mediating Variable at The Employment BPJS Sumbagut Regional Office](#)
- Y Anwar, KF Ferine, NS Sihombing, (2020) [Competency of human resources and customer trust on customer satisfaction and its consequence on customer retention in the hospitality industry north sumatra](#), Journal of Environmental Management & Tourism