

## CHAPTER 5

### CONCLUSION AND SUGGESTION

#### 5.1 Conclusion

The main objective of this particular study is to observe the relationship between compensation, job satisfaction, organizational commitment and turnover intention at PT. XYZ. This research took place in Surabaya, while focusing on the finance employees of PT. XYZ which selected employee for the study whose permanent employee and already worked more than one year. The total respondents used for this study is 98 respondents within the required criteria.

Based on the research result and statistical tests conducted in Chapter 4, it can be concluded that from the main 5 (five) hypotheses developed, 4 (four) of the hypotheses are proven, while the other 1 (one) is rejected. Nonetheless, these are the following explanations of each reserach result:

1. Compensation has positive impact on organizational commitment of finance employees at PT. XYZ.
2. There is no significant impact of job satisfaction on organizational commitment of finance employees at PT. XYZ.

3. Compensation has negative impact on turnover intention of finance employees at PT. XYZ.
4. Job satisfaction has negative impact on turnover intention of finance employees at PT. XYZ.
5. Organizational commitment has negative impact on turnover intention of finance employees at PT XYZ.

## **5.2 Suggestion**

### **5.2.1 Theoretical Suggestion**

Result of this research can be used as reference for others who do similar study especially about concept or theory which support impact of job satisfaction, compensation, and organizational commitment on turnover intention, with the role of organizational commitment in influencing.

In the end, this research has several limitations. Those limitations can be the foundation for futher research in the future:

1. This study is only focused on one department which is finance department at PT. XYZ. Therefore, it is required for the future research to do futher study across department, such as human resources department and logistics department.
2. This study only examined the impacts of job satisfaction, compensation, and organizational commitment on turnover intention. Other variables such as job characteristics,

personal values and job performance also influence turnover intention. Thus, it is advised that there should be future research conducted focusing on those uncovered aspects.

### **5.2.2 Practical Suggestion**

The finding of this result also provides several suggestions to the organization, especially PT. XYZ in this study. The practical suggestion below can become the foundation on what to improve for the organization so that it can stay sustainable and profitable:

The condition of PT. XYZ is good, showed by high level of satisfaction and commitment of employees and low level of turnover intention. PT. XYZ in the future should continue to think about how to manage job satisfaction, organizational commitment and turnover intention of employees is not only temporary, especially PT. XYZ need to define a policy on remuneration for employees that have process of involuntary turnover (dismissal) or voluntary turnover, as well as providing retiree benefits or severance for employees since employees work until age or physical employees no longer qualified for working. High level of turnover intention makes productivity of organization become unstable. During this time employees have high satisfaction and commitment to organization, but the company's management should maintain or renew the management system that remain employees to be loyal on the job and the company. In the end, employees can feel that with the commitment or loyalty, career growth in the company's future is really good.

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