

CHAPTER V

CONCLUSION AND IMPLICATION

A. Conclusion

Based on the research result that have been discussed, some conclusions can be drawn as follows:

1. Compensation has a significant negative effect on Turnover Intention (The index of agreeableness compensation is medium, and turnover intention is high, so compensation will cause a decrease in the level of turnover intention of employees).
2. Continuance Commitment has a significant negative effect on Turnover Intention (The index of agreeableness continuance commitment is medium, and turnover intention is high, so continuance commitment will cause a decrease in the level of turnover intention of employees).
3. Compensation has a significant positive effect on Job Satisfaction (The index of agreeableness compensation is medium, and job satisfaction also medium, so that the medium compensation given causes a medium level of employee satisfaction at work).
4. Continuance Commitment has a significant positive effect on Job Satisfaction (The index of agreeableness continuance commitment is medium, and job satisfaction also medium, so that the medium continuance commitment given causes a medium level of employee satisfaction at work).

5. Job Satisfaction has a significant negative effect on Turnover Intention (The index of agreeableness job satisfaction is medium, and turnover intention is high, so that a medium sense of job satisfaction causes high employee turnover intention).
6. Job Satisfaction mediates the effect of Compensation on Turnover Intention. It can be concluded that job satisfaction from employees can reduce turnover intention caused by the low compensation obtained.
7. Job Satisfaction does not mediate the effect of Continuance Commitment on Turnover Intention. It can be concluded that the job satisfaction of employees cannot reduce turnover intentions caused by the low level of employee's continuance commitment.

B. Implications

Based on the results of research and discussion, the implications obtained in this study are:

a) Managerial Implications

Companies must reconsider the amount of compensation given to employees, in an effort to increase employee compensation, this can be done by adjusting the amount of employee salaries to match the regional salary standards that apply that year, this is done considering that employees at PT Cebong Albasindo Wonosobo feel that the salary given to them cannot meet their daily needs, and they feel that the effort that has been expended is not proportional to the wages given. In addition to increasing compensation in accordance with the regional minimum wage, companies can also provide incentives for workers who are diligent and

have good performance (can be seen by controlling), because this will make employees always motivated in doing their work and will also make employee welfare well maintained so as to increase their job satisfaction.

By providing appropriate compensation, employees will also feel very heavy-hearted if they leave the company, this will foster continuance commitment on them, if continuance commitment is ingrained on them, then turnover intention will be low.

b) Theoretical Implication

This study shows that compensation, organizational culture, and job satisfaction affect the level of turnover intention of employees at PT Cebong Albasindo Wonosobo in accordance with Herzberg's two-factor motivation theory and the equity theory by Adam Smith that employees who score high on compensation, organizational culture, and job satisfaction able to increase turnover intention of employees.

C. Limitations and Suggestions

a) Limitations

- 1) In this study, researchers could not give questionnaires directly to employees because HRD did not allow it, causing the authors difficulty finding more information directly through each employee.

- 2) This study has an adjusted R squared value of 0.446, which means there is still a lot other variables that can affect turnover intention can be used for further research.

b) Suggestions

- 1) Future researchers who will conduct research on the same topic and place are advised to replace the continuance commitment variable with other variables that can be mediated by job satisfaction such as job insecurity, workload, and so on.
- 2) Doing a scale try out before the actual data collection is carried out so that research subjects can fill in a scale that has been proven valid.

