

## CHAPTER V

### CONCLUSION AND IMPLICATIONS

#### A. Conclusions

Based on the analysis test of several chapters above regarding the influence of:

1. The person-job fit variable has a positive effect on job satisfaction. It shows that the stronger the match between employees and company values, the greater their attachment to work so that their level of satisfaction increases.
2. The Core Self-Evaluation variable does not have a positive effect on job satisfaction. It shows that an employee's core self-evaluation does not affect job satisfaction.
3. The Job Satisfaction variable has a positive effect on Work Engagement. It shows that employees who feel engaged with their company tend to feel attached with the job because they enjoy their work.
4. The Job Satisfaction variable has a positive effect on Organizational Commitment. It shows that the higher the job satisfaction, the higher the organizational commitment.

#### B. Implications

The implications that can be obtained from the antecedents and consequences of the job satisfaction study at PT Pertamina RU IV Cilacap are as follows:

## 1. Theoretical Implication

- a. The theory of job satisfaction in this study which is proxied by several variables, can explain empirically. It can provide an overview of the factors influencing the antecedents and consequences of job satisfaction. The results of this study also strengthen previous research on job satisfaction in a company.
- b. This research can also be used as an additional reference for the development of science.

## 2. Practical Implications

- a. The results of this study are expected to be a guideline for PT Pertamina RU IV Cilacap to improve and develop worker satisfaction. By increasing a person's job fit, core self-evaluation, work engagement, and organizational commitment, it is expected that companies can contribute to increasing job satisfaction. This research can also be used as a reference which is used as a basis for maintaining employees in developing their quality.
- b. This study shows that a person's job fit, core self-evaluation, work engagement, and organizational commitment positively affect job satisfaction. Therefore, management also needs to improve closeness with employees further, because maintaining good communication with employees regularly will help management better understand and know the work barriers that employees feel. It's related to the fit between the employees and their job. Human resource must be concern to person job fit because employees will feel more comfortable and capable with their job,

if they were fit with the job. Then it will lead to their satisfaction, work engagement, and organizational commitment.

- c. In addition, this research is also expected to provide additional information for PT Pertamina RU IV Cilacap to pay more attention to person job fit, core self-evaluation, work engagement, and organizational commitment because these factors have proven to be the key to success in overcoming problems in the workplace in order to achieve good employee performance. This will impact job satisfaction for employees at PT Pertamina RU IV Cilacap.
- d. Building on the strengths of an organization's culture comes from facilitating rewarding employee experiences. In addition, management must also increase employee job satisfaction. This will ultimately foster loyalty and commitment, which in turn builds organizational commitment. Organizational commitment describes how much team members care about their workplace. If team commitment is high, productivity will increase, support team morale, and increase the company's ability to achieve its goals. Therefore, it is very important for HR or company leaders to know exactly how to increase commitment within the organization.

### **C. Research Limitations**

This research still needs further development so that the results are more in-depth and accurate. This research also has several limitations that researchers hope can be improved in the development of further research, including:

1. The limitations of the research include the number of samples used in the study, namely only 115 respondents, so it is hoped that further research will

be able to take more respondents. In addition, in the data collection process, the information provided by respondents through questionnaires sometimes needs to show the accurate opinions of respondents, this happens because sometimes the thoughts, assumptions, and understandings are different for each respondent, as well as other factors such as the honesty factor in filling out the respondents' opinions in the questionnaires.

2. The test results for the coefficient of determination ( $R^2$ ) show values of 0.178, 0.139 and 0.330 which means that of the three models, there is still a 67% influence of other variables outside those used in this study. It is hoped that subsequent research can determine the testing of other variables that may affect the object of this research, such as organizational culture or employee career commitment.
3. The relationship between core self-evaluation on job satisfaction in this research is rejected. It happens because the employees/respondent still has lot of low answer for the option of each statement for core self-evaluation questionnaire. From the description above, further research expected to examine and explore more about core self-evaluation of individuals.
4. On the other hand, this research only focuses on general job satisfaction which may not fully represent what makes things that employees feel. In the corporate and business environment, job satisfaction also has different dimensions. The dimensions are the type of work involved, satisfaction with satisfaction, satisfaction with supervision, satisfaction with aspects of promotion to co-workers. It is this difference in aspects that causes the level

of job satisfaction for each person to always be different. This is because it relates to a person's emotional state; happy or not happy. It is this difference in aspects that causes the level of job satisfaction for each person to always be different. This is because it relates to a person's emotional state; happy or not happy. From the description above, further research can examine job satisfaction in terms of two sides, namely extrinsic factors and intrinsic factors. Factors of external job satisfaction itself such as salary, facilities, supervision, co-workers, corporate social and working conditions. While the intrinsic factors themselves such as employee age, health, intelligence (IQ), educational background, emotions, work attitudes, mindset, personality, special skills, level of work difficulty, pride in a job.

5. Furthermore, this study also focuses only on organizational commitment in terms of affective commitment or more towards the emotional relationship of each member of the organization. Future research can further explore the three types of organizational commitment, namely affective commitment, continuance commitment and normative commitment. Organizational commitment is very important for companies, because it will create employees with a high level of dedication or loyalty.