

## CHAPTER V

### CONCLUSIONS AND IMPLICATIONS

#### A. Conclusions

Based on the results of this research, the following conclusions can be drawn:

1. Employee engagement has a positive effect on organizational citizenship behavior in coffee shop employees in Purwokerto.
2. Job Satisfaction has a positive effect on organizational citizenship behavior in coffee shop employees in Purwokerto.
3. Work-life Balance has a positive effect on organizational citizenship behavior in coffee shop employees in Purwokerto.

#### B. Implications

Based on the research results from testing the hypotheses obtained, the resulting implications are as follows:

1. Employee Engagement is the emergence of enthusiastic feelings when employees participate in helping the company achieve its goals. In this case, strong engagement is observed in the vigor indicator, where employees put in their best effort. This indicates that the majority of coffee shop employees in Purwokerto have a strong bond with the company, as they are dedicated to completing their work optimally, which can lead to Organizational Citizenship Behavior (OCB). The average score for employee engagement among coffee shop employees in Purwokerto placing it in the high criteria. The lowest indicator in the Employee Engagement variable is Dedication, specifically with the question, "I provide ideas for the company's progress." Future suggestions for employees include encouraging intrinsic motivation by explaining how their ideas can positively impact the company and themselves. Suggestions for cafe

managers are to hold an awards program to recognize employee performance and contributions. This recognition can take the form of a monthly award, a bonus, or simply a sincere thank you.

2. Job satisfaction is the level of comfort or satisfaction felt by employees with their work. Satisfied employees tend to behave as good "organizational citizens," which ultimately improves overall organizational performance. The average for this job satisfaction variable is in high criteria. The highest indicator is co-workers, with the question "I feel satisfied because my co-workers provide support and help when I experience difficulties at work." With this high indicator, the suggestion from researchers is to maintain satisfaction, thereby further increasing OCB. The lowest indicator is the promotion indicator, with the question "I feel satisfied because of the opportunity for promotion." In the future, managerial advice is that superiors need to increase opportunities for employees to get promotions. Promotions can increase job satisfaction by providing a sense of achievement and recognition. With high promotion opportunities, employee loyalty will increase, which will lead to more stable working relationships and increase OCB. High job satisfaction, particularly from promotion prospects, boosts employee motivation and productivity, encouraging them to contribute outside their core duties and help coworkers. So, suggestions for cafe managers are develop clear and transparent career paths for employees. Provides a clear understanding of the steps required to achieve promotion. Other suggestions for managers Provide employee welfare programs that help manage stress, such as counseling, exercise, or relaxation activities. Create a supportive and positive work culture.

3. Work-life balance is a situation where a person can manage and divide work responsibilities, family life and other responsibilities. Employees who maintain a good balance tend to be happier and less stressed, which boosts their motivation to exhibit OCB behavior. Employees must maintain a way so that office problems do not affect their personal and family lives. Employees must also maintain an attitude that can overcome and balance work and personal demands so that they never think about stopping work. The average for work-life balance is in high criteria. The highest indicator is involvement balance, with the question "My personal life gives me strength or enthusiasm for work." With this high indicator, the suggestion from researchers is to maintain employees' ability to divide time between their personal lives and work so that they can increase their sense of belonging and increase OCB in the company. The lowest indicator is the satisfaction balance indicator, with the question "The things I do at the office actually help me deal with personal problems." In the future, managerial advice is that superiors need to maintain employees to be more comfortable at work and encourage other employees to be more open with fellow employees. Efforts that can be made by organizations to improve employees' good work-life balance attitudes include providing life motivators so that employees can regain their energy, so that employees will feel part of the organization and have a good volunteer attitude. Suggestions for cafe managers to implement employee welfare programs that include relaxation, counseling or sports activities in the workplace.

### C. Researcher Limitations

This research has research limitations, namely:

1. This research only focuses on coffee shops (Café), it is hoped that further research can examine other organizational sectors.
2. Given the significance of organizational citizenship behavior in a business, further study on factors other than the independent variables (employee engagement, job satisfaction, and work-life balance) that affect organizational citizenship behavior is encouraged.

