

CHAPTER V

CONCLUSION

1.1 Conclusion

According to the results research and discussion in the previous chapter so here are the following conclusions can be drawn:

1. Job satisfaction has positive significant on organization commitment toward PT Bank Nagari, Padang, West Sumatera.
2. Job satisfaction has negative significant on turnover intention toward PT Bank Nagari, Padang, West Sumatera.
3. Organization commitment has negative significant on turnover intention toward PT Bank Nagari, Padang, West Sumatera.
4. Workload has positive and significant on organization commitment toward PT Bank Nagari, Padang, West Sumatera.
5. Workload has positive and not significant on turnover intention toward PT Bank Nagari, Padang, West Sumatera.
6. Organization commitment mediated between job satisfaction and turnover intention with negative significant effect toward PT Bank Nagari, Padang, West Sumatera.
7. Organization commitment has mediated relationship between workload and turnover intention with negative significant affect toward PT Bank Nagari, Padang, West Sumatera.

1.2 Research Implications

From the result of the research according to workload variable has positive significant on organization commitment at PT Bank Nagari Padang, West Sumatra. However, there are still some respondents' opinions that are still less than scale four, such as statements number one, three and four, the first statement is "**The target I have to achieve in a job is too high and many**", second is "**I**

have to finish my job or my task with high level difficulty" and last is **"Tasks that are always given are sometimes sudden and in a short time"**. This have to be corrected by the company if the company pays more attention to employees in giving too high targets so that employees become overloaded and high, sometimes complaints from employees do not become a matter of concern for the company so that it is considered a cost thing which in essence is a feedback for the company. so that the company knows what happened to its employees. The other problem regarding the workload variable is about the time to finish the task with high level of difficulty, which means this issue also have the impact that have to be solving as soon as possible, employee management by not burdening employees with multiple and difficult tasks. Workload management must be accompanied by good working hours, tasks or jobs is according to degree level or based on the ability of employees. Excessive overtime even on holidays that have an impact on employee performance or vice versa. Therefore, the company must do a good workload management, such as responding to complaints from employees, which may be in the form of employee dissatisfaction with the company that is conveyed both verbally and in writing.

1.3 Research Limitations

This thesis is still far from perfection, it is necessary to develop for the other variables by further researchers. Next researchers need to add some other variables that related to turnover intention by employees at a company. In addition, it is also necessary to use mediation variables that are more accurate with the character of the research object of research, which is expected to produce better results.

In addition, when conducting research by distributing questionnaires, it is hoped that researchers will conduct a pilot test so that academics and practitioners can find out whether the list of statements on the questionnaire can be understood properly.

1.4 Suggestion

Further research can be carried out by looking at the limitations of this research which can be used as a source of ideas for the development of this research in the future. The suggested research expansion of this study is to add independent variables that affect job stress in influencing turnover intention. In addition, the research indicators used in this study can be added with other indicators outside of this research that are relevant to the research to be conducted

Questionnaire

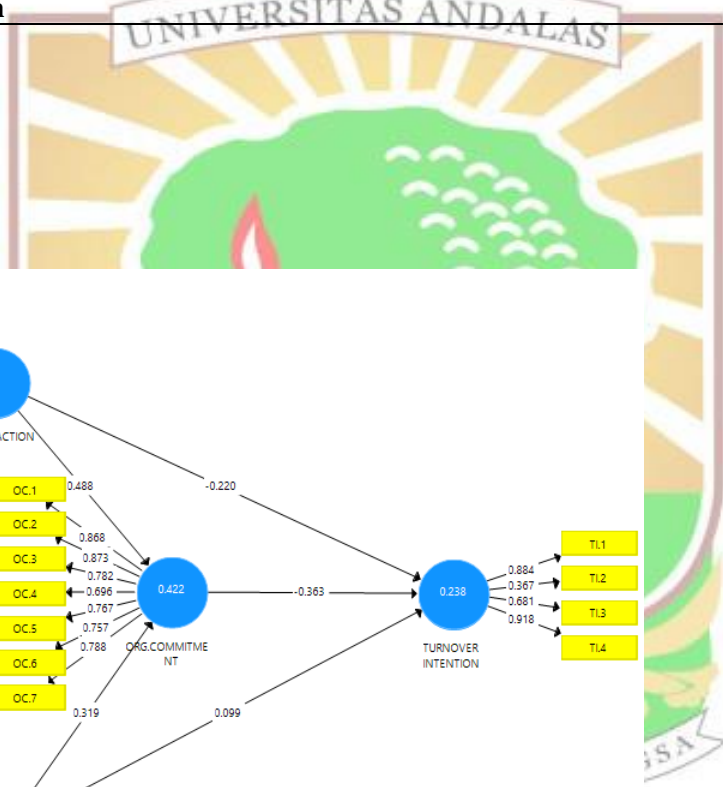
No.	Statement
JS.1	Gaji yang saya terima sudah sesuai dengan beban atau tanggung jawab yang saya pikul.
JS.2	Jika saya melaksanakan pekerjaan dengan baik, saya akan dipromosikan untuk tetap bekerja di perusahaan ini.
JS.3	Saya puas dengan mendapatkan kesempatan untuk mengembangkan diri atau keahlian dengan didukung adanya beasiswa, pelatihan dan diklat
JS.4	Saya berharap adanya tindak lanjut untuk kedepannya supaya baik kemampuan dan pengetahuan dapat berkembang luas
JS.5	Cara kerja rekan saya bergaul sangat flexibel
JS.6	Saya menikmati bekerja dengan teman teman disini

No.	Statement
WL.1	saya merasakan beban di tempat kerja mempunyai standar yang harus menyelesaikan masalah pada saat ini
WL.2	Target yang harus saya capai dalam pekerjaan terlalu tinggi dan banyak
WL.3	Saya mendapatkan dan menyelesaikan pekerjaan dengan tingkat kesulitan yang tinggi
WL.4	Tugas yang selalu diberikan terkadang sifatnya mendadak dengan jangka waktu yang singkat
WL.5	Pekerjaan saya berisiko tinggi
WL.6	Saya harus memikirkan pekerjaan saya setiap saat

No.	Statement
OC.1	Saya merasa terikat secara emosional dengan perusahaan
OC.2	Saya menerima dan percaya pada tujuan perusahaan
OC.3	Saya memiliki keinginan untuk berkontribusi yang berguna bagi perusahaan

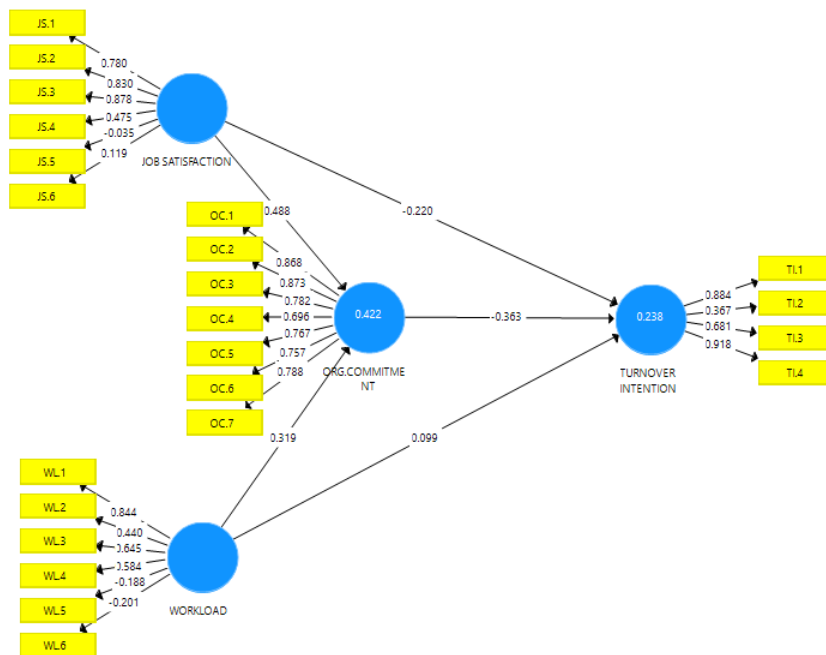
OC.4	Saya akan merasa kehilangan jika saya keluar dari perusahaan
OC.5	Saya puas dengan fasilitas dan keuntungan yang diperoleh dari perusahaan
OC.6	Saya bangga terhadap hasil kinerja saya untuk perusahaan
OC.7	Saya berkeinginan untuk bekerja secara optimal atas nama perusahaan

No.	Statement
TI.1	Sekarang saya sedang mencari pekerjaan baru
TI.2	saya memilih untuk bertahan pada profesi ini dan menunggu keputusan yang di akhir tahun.
TI.3	Perusahaan ini membuat saya berniat untuk mencari kesempatan yang lebih baik.
TI.4	Saya berpikir untuk keluar atau melamar pekerjaan yang baru dalam beberapa bulan kedepan

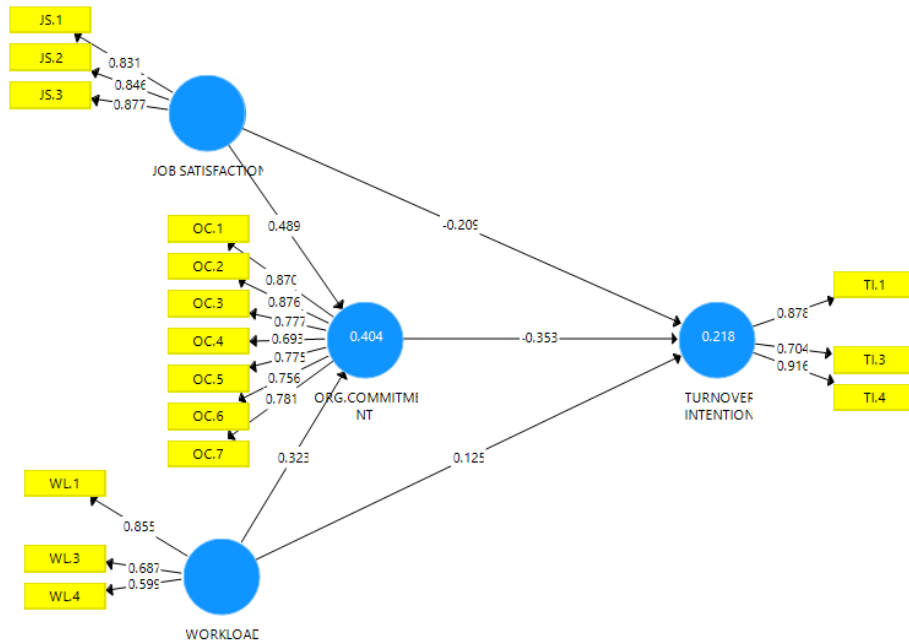


Attachment

Construct (First)



Construct (Second) after estimate



Outer Loadings (First)

	JOB SATISFACTION	ORG.COMMITMENT	TURNOVER INTENTION	WORKLOAD
JS.1	0,780			
JS.2	0,830			
JS.3	0,878			
JS.4	0,475			
JS.5	-0,035			
JS.6	0,119			
OC.1		0,868		
OC.2		0,873		
OC.3		0,782		
OC.4		0,696		
OC.5		0,767		
OC.6		0,757		
OC.7		0,788		
TI.1			0,884	
TI.2			0,367	
TI.3			0,681	
TI.4			0,918	
WL.1				0,844
WL.2				0,440

WL.3				0,645
WL.4				0,584
WL.5				-0,188
WL.6				-0,201

AVE

Variables	Average Variance Extracted (AVE)
Job Satisfaction	0,385
Organization Commitment	0,628
Turnover Intention	0,556
Workload	0,290

Outer Loadings after re-estimate

	JOB SATISFACTION	ORG.COMMITMENT	TURNOVER INTENTION	WORKLOAD
JS.1	0,831			
JS.2	0,846			
JS.3	0,877			
OC.1		0,870		
OC.2		0,876		
OC.3		0,777		
OC.4		0,693		
OC.5		0,775		
OC.6		0,756		
OC.7		0,781		
TI.1			0,878	
TI.3			0,704	
TI.4			0,916	
WL.1				0,855
WL.3				0,687
WL.4				0,599

AVE

Variables	Average Variance Extracted (AVE)
Job satisfaction	0,725
Organization Commitment	0,627
Turnover Intention	0,702
Workload	0,521

R Square

R-Square	R Square
ORG.COMMITMENT	0,404
TURNOVER INTENTION	0,218

Path Coefficient (Mean,STVD,T-Values) (Direct Effect)

Mean, STDEV, T-Values, P-Values	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Org.Commitment	0,489	0,488	0,079	6,168	0,000
Job Satisfaction -> Turnover Intention	-0,209	-0,210	0,106	1,969	0,050
Org.Commitment -> Turnover Intention	-0,353	-0,354	0,104	3,387	0,001
Workload -> Org.Commitment	0,323	0,335	0,089	3,612	0,000
Workload -> Turnover Intention	0,125	0,114	0,130	0,962	0,337

Path Coefficient (Mean,STVD,T-Values) (Indirect Effect)

Indirect Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Org.Commitment -> Turnover Intention	-0,172	-0,172	0,056	3,062	0,002
Workload -> Org.Commitment -> Turnover Intention	-0,114	-0,121	0,054	2,112	0,035