

## **CHAPTER V**

### **CONCLUSIONS AND RECOMMENDATIONS**

This chapter contains the conclusion of the research and research recommendation for future research. With those two portions, this chapter is able to address the verification of the hypothesis stated in chapter II of this research.

#### **5.1 Conclusions**

From the data analysis that has been conducted previously, it has been proven that all of the independent variables and intervening tested in this research positively influence the dependent variables. The points are written down below:

1. Compensation as the first independent variable is proven to have a positive influence on employee performance as the dependent variable.
2. Work Environment as the second independent variable is proven to have a positive influence on employee performance as the dependent variable.
3. Job Satisfaction as the intervening variable is proven to have a positive influence on employee performance as the dependent variable.
4. Compensation as the first independent variable is proven to have a positive influence on job satisfaction as the intervening variable.
5. Work Environment as the second independent variable is proven to have a positive influence on job satisfaction as the intervening variable.

6. Compensation as the first independent variable is proven to have a positive influence on employee performance as the dependent variable through job satisfaction.
7. Work Environment as the second independent variable is proven to have a positive influence on employee performance as the dependent variable through job satisfaction.
8. The compensation value of direct influence is greater than the indirect influence and compensation is more directly affect to employee performance rather than through job satisfaction.
9. The work environment value of direct influence is greater than the indirect influence and work environment more directly affect to employee performance rather than through job satisfaction.

## 5.2 Recommendations

Based on the result and the conclusion, the research recommendations are as follows:

1. On compensation variable the author found out that the lowest mean is from the 6th statement from the indicator about non-financial compensation. The statement is “I am satisfied with the provision of counselling for employees”, the author recommends that the company should provide a better counselling activity start from the supervisor of the department or provide a critic and suggestion box in their work environment. The hr department also can provide a better counselling activity to their employee. Furthermore, the company should keep the good work about their payment time to the employee, because employee feeling that company on time to pay the compensation got a highest mean in the compensation.
2. On Work Environment variable the author found out that the lowest mean is from the 2nd and 3rd statement. The statement is “The temperature at the work location is quite good” and “The temperature at the work site affects my work”, the author recommends that the company should provide an air conditioner to some department office in PT Madukismo, because there is some office which provides air conditioner and some are not provided. Furthermore, the company can maintain their lighting, because lighting at work sites is equipped with windows and lights that are sufficient and do not interfere with work activities as the highest mean in the work

environment. They can maintain it to keep it balance, not too dark or not too bright to interfere their work activities in the workplace.

3. On job satisfaction variable the author found out that the lowest mean is from the 4th statement. The statement is “I feel that the size and type of salary received in accordance with the workload borne”, the author recommends that PT Madukismo should consider about their task or responsibilities given to the employees which already match with the salary or not. Furthermore, the company already doing a job by giving an appropriate job description to their employee, because work given is in accordance with employee abilities is the highest mean in the job satisfaction.
4. On performance variable the author found out that the lowest mean is from the 10th statement with point. The statement is “I did my work without the help of other employees”, the author recommends that the employee of PT Madukismo should maintain the portion of the work, if it is a teamwork job then they should do it in a team otherwise when they got an individual job they should do it by individual. Furthermore, employee of PT Madukismo should maintain their discipline, because employee come and go home from work according to the working hours determined by the company is the highest mean from employee performance. They should always obey the rules in the PT Madukismo and keep discipline to give a good performance to the company.

5. For future studies, it is recommended that research is carried out in other sugar and spirits factories in order to enrich the topics of this study since the different findings could possibly be found.
6. The next researcher needs to consider other variable or intervening and add more sample to make this research completed.