

CHAPTER V

Conclusions and Recommendations

5.1. Conclusion

Based on the result of research, it can be concluded as follows:

1. The result of descriptive analysis showed that the dominant characteristics of employee in PT. Aseli Dagadu Djokdja was 52 percent male, 32 percent people with age of 20–25 years old, 84 percent educated until high school and 50 percent had been working for less than 1 year.
2. The results of simultaneous correlation
 - a. The coefficient of determination value (R^2) was 0.842. It means that 84.2 percent influenced the variables of training and development and working condition on the performance while the rest of 15.8 percent was influenced by other variables, which was not included in the research model. According to F-test, it showed that F-count > F-table ($237.626 > 2.23$), which means there was a significant influence of training and development and working condition on employee performance simultaneously.
 - b. The coefficient of determination value (R^2) was 0.851, it means that 85.1 percent influenced the variables of training and development and working condition on job satisfaction, while the rest of 14.9 percent was influenced by other variables which was not included in the research model. According to F-test it showed that F-count > F-table ($221.995 >$

2.23), which means there was a significant influence of training and development and working conditions on job satisfaction simultaneously.

3. The results of partial correlation

- a. The result on partial testing showed that $t\text{-count} > t\text{-table}$ ($9.033 > 1.99$). Therefore, the first hypothesis was proven. There was a significant influence of training and development on employees' performance partially.
- b. The result on partial testing showed that $t\text{-count} > t\text{-table}$ ($2.145 > 1.99$). Therefore, the second hypothesis was proven. There was a significant influence of working conditions on employee performance partially.
- c. The result on partial testing showed that $t\text{-count} > t\text{-table}$ ($9.033 > 1.99$). Therefore, the fourth hypothesis was proven. There was a significant influence of training and development on job satisfaction partially.
- d. The result on partial testing showed that $t\text{-count} > t\text{-table}$ ($2.145 > 1.99$). Therefore, the fifth hypothesis was proven. There was a significant influence of working conditions on job satisfaction partially.
- e. The result on partial testing showed that $t\text{-count} > t\text{-table}$ ($25.242 > 1.99$). Therefore, the seventh hypothesis was proven, There was a significant influence of working conditions on job satisfaction partially.

4. The results of path analysis

- a. The total magnitude effect of training and development toward performance through job satisfaction was 1.02. While the amount of direct influence on the performance of training and development was

0.759. The result can be interpreted that the value of training and development to employee performance through job satisfaction was greater than the direct effect of training and development on employee performance ($1.02 > 0.759$). Therefore, job satisfaction could be a mediating variable training and development related to performance. Based on the above explanation, this research supported the sixth hypothesis.

- b. The total magnitude of the influence of working condition on employee performance through job satisfaction was equal to 0.383, while the magnitude of the direct influence of working conditions on the performance was equal to 0.180. These results could be interpreted that the value of working conditions on the performance through job satisfaction is greater than the direct effect of working conditions on the performance ($0.383 > 0.180$). Therefore, job satisfaction can be a mediating variable that had relationship with working condition on employee performance. Based on the above explanation, this research supported the seventh hypothesis.

5.2. Recommendations

Based on the analysis above, advice can be given to PT. Aseli Dagadu Djokdja is as follows:

1. Companies are expected to further improve the quality of the training that has been there before either of the needs assessment, objectives and development,

program materials, learning principles as well as evaluation and feedback on the implementation of the training.

2. It has been proven that training and development has the highest average value among the variables (2.81 or 70.2%). Thus it is recommended that PT. Aseli Dagadu Djokdja maintain its training programs that are already good, and give more attention to the kinds of training and development needed by the employees in order to have better performance that should be based on training needs analysis such as the business strategy, training needs analysis and the job analysis. If the company can hold a good training annually it can increase the satisfactions of the employees and the performance as well.
3. It is recommended that PT. Aseli Dagadu Djokdja take into account working conditions because from the assessment it has the lowest average value (2.70 or 67.42%). The company needs to pay more attention in the temperature, existing machinery that makes employees dazzle, because the research showed that the environment gives a direct influence on the performance. So if the company has good working conditions that make the employees feel comfortable to work, it could increase the performance.
4. Relevant to the needs of the company, based on the findings above, the suggestion for the management company in relation to improving job satisfaction and employee performance is a management company is expected to increase the means of working conditions, among which to improve the quality of the layout of the work space, lighting, air circulation, condition work

equipment, security levels, noise, and cleanliness. so that will increase employee satisfaction

5. For those readers who will use this paper as a reference, preferably before used as reference material would be better to do the analysis first, because the thesis that the author made there are still shortcomings and weaknesses. It was realized due to the author is still in the learning process.
6. For the next researches that are interested in the topic, it is suggested that researchers add more independent variables such as organizational commitment, individual characteristics and leadership to know the effect toward employees' performance. Furthermore, performance will be influence by employees willingness to perform, their appealing to perform, and their capacity to perform.

