

## CHAPTER V

### CONCLUSION

This chapter concludes all the previous chapters in this study. Other than that, limitations and implications are also mentioned, as well as suggestions and recommendations for future research regarding the same topic.

#### 5.1 Conclusion

Based on the data analysis results obtained in the previous chapter, it can be concluded:

1. Rewards and recognition positively affect job satisfaction, so the first hypothesis has been accepted.
2. Satisfaction with Supervision has a positive effect on job satisfaction, so the second hypothesis has been accepted.
3. Work itself positively affects job satisfaction, so the third hypothesis has been accepted.

#### 5.2 Managerial implication

The results of questioner at PT Bedahulu Bali Wisata Tour and Travel, where one of the employee problems is monotonous work because there is no promotion in career advancement, so employees feel bored at work and not grow, some suggestions that can be addressed to the managerial side is to innovate on creating a creative environment for the employees, allowing them to voice out ground-breaking ideas, allowing them to try different work methods instead of using the one that has been used for decades with no improvement, encouraging the

employees to find innovative ideas to increase effectiveness and efficiency. Even with similar work responsibilities, when done each time differently, employees would feel energized at the company and encouraged to improve themselves.

The questionnaire results at PT Bedahulu Bali Wisata Tour and Travel show that employees with vast work experience should be given an appreciation of satisfaction with the salary received. Some suggestions that can be addressed to the managerial side are to review the current salary system with the performances of employees, whether it has been catering to what they have been given to the company and if they have been appropriately rewarded. The company can also give additional incentives in terms of providing bonuses when the employees reach their target and giving insurance, award, extra time off, and appreciation

The results of questionnaires at PT Bedahulu Bali Wisata Tour and Travel explain that the owner decides to change the work schedule unilaterally. One suggestion that can address by the managerial side is to arrange the work schedule better. Since the tourism industry is already stable, the work schedule should be fixed and well-maintained so that employees can arrange their personal lives and feel comfortable. Not only that, the managers should actively communicate with the employees on any changes to the work schedule and give notice before announcing the official schedule to make the employees not have to make last-minute changes to their daily schedule.

To the results of questionnaires at PT Bedahulu Bali Wisata Tour and Travel, poor communication will result in misunderstandings and the company's effectiveness. Some suggestions that can be addressed to the managerial side are to

have routine meetings. It could be in the form of a daily morning briefing where managers give thorough instructions on each job desk and goals of the day while also communicating any schedule changes. Another form is a weekly meeting where managers and employees review the work done during the week, the problems that arise, and how to handle them better if it comes again in the future. The manager could use this meeting to give formal recognition to excellent employees.

The leadership's concern for employees without being discriminated against also makes employees' loyalty to the company increase. Comfort in the work itself should arise based on the employee's love for creation and desire for improvement. The company is an external factor that helps develop employees' interest in their work. In the end, employee job satisfaction is a balance between feelings of happiness from within for work and the reciprocity that employees get from doing work.

In conclusion, the managerial should pay attention to the findings in this research and focus on the indicators that still have "very low," "low," and "neutral" scores. This research has laid out which aspect needs to be improved to increase the employees' work satisfaction. The managerial can use the findings to find solutions to improve several indicators while adjusting them to the company's circumstances.

### **5.3 Limitation of the Research**

1. The author only considers the effect of rewards and recognition, satisfaction with supervision, and the work itself on job satisfaction. However, 28.9% of other factors can affect employee job satisfaction, so the next author can add other variables that have not been studied in this study.

2. The limitation of this study is the uncertainty of the number of PT. Bedahulu Bali Wisata Tour and Travel employees due to the high number of work turnovers.

3. The research was conducted in cooperation with the management of the research enterprise, which could also have an impact on the result because the employee knew that result would be available to the management so they could be afraid to answers honestly.

### **5.4 Suggestion for Further Research**

1. This research is only limited to PT. Bedahulu Bali Wisata Tour and Travel, it is hoped that further research will develop research sites to research other institutions.

2. Further researchers are also expected to develop research variables that have not been studied in this study.

## REFERENCES

- Akhtar, M.N., & Rong, L.L. (2015). The Impact Of Organizational Change On Job Satisfaction, And Intention To Quit: A Mediating Role Of Psychological Contract Violation. *European Scientific Journal*. 11 (29), pp. 1-10.
- Alromaihi, M.A., & Alshomaly, Z.A. (2017). Job Satisfaction and Employee Performance: A Theoretical Review of The Relationship Between the Two Variables. *International Journal of Advanced Research in Management and Social Sciences (IJARMSS)*, 6(1), pp. 1-20.
- Anwar, G. and Shukur, I. (2015) 'The Impact of Training an'd Development on Job Satisfaction: A Case Study of Private Banks in Erbil', *International Journal of Social Sciences & Educational Studies*, 2(1), p. 65.
- Anwar, K. (no date) 'Leading Construction Project Teams: The Effectiveness of Transformational Leadership in Dynamic Work Environments in Kurdistan. International', *Journal of Advanced Engineering, Management and Science*, 3(10).
- As'ad, M. (2002). *Industrial Psychology (Human Resource Science Series)*. Liberty Publishers, Yogyakarta.
- Blem, N. (2005) *Service Please South Africa, Juta & Co, Ltd.*
- Boateng, P. A., & Akafo, V. (2015). Impact of Reward and Recognition on Job Satisfaction and Motivation. *European Journal of Business and Management*. 7 (24), pp. 112-124.
- Brun, J. P., & Dugas, N. (2008). An Analysis of Employee Recognition: Perspectives on Human Resources Practices. *The International Journal of Human Resource Management*, 9 (1), pp. 716-730. Doi: <https://doi.org/10.1080/09585190801953723>.
- Dartey-Baahet *al.* (2010) 'Job Satisfaction and Motivation: Understanding its impact on employee commitment and organisational performance', *Academic Leadership: The Online Journal*, 8(4).
- Deeprise, D. (2006) *How To Recognize & Reward Employees*. New York: Amacom.
- Demir, A. *et al.* (2020) 'The role of E-service quality in shaping online meeting platforms: a case study from higher education sector.', *Journal of Applied Research in Higher Education*, pp. 1–28.
- Demir, S. (2020) 'The role of self-efficacy in job satisfaction, organizational commitment, motivation and job involvement', *Eurasian Journal of Educational Research*, 20(85), pp. 205–224.

- Dole, C., & Schroeder, R. G. 2007. The Impact of Various Factors on The Personality, Job Satisfaction and Turnover Intention of Profesional Accountants. *Managerial Auditing Journal*.
- Ghozali, I. (2016). *Multivariate Analysis Application*. Semarang: Badan Penerbit Universitas Diponegoro.
- Handoko. (2000). *Personnel and Human Resources Management*. Yogyakarta: Penerbit BPF.
- Hasibuan, M. S.P. (2018). *Human Resource Management*. Jakarta: PT Bumi Aksara.
- Hertanto, E. (2017). Motivation Work Of Employees (Herzberg's Two Factors Motivation Theory). Respository: <https://pdfcoffee.com/kuesioner-motivasi-kerja-karyawan-model-pdf-free.html>
- Hussain, S. & Diaz, J.F. (2020). Determinants Of Employee Job Satisfaction: Evidence From The University Of Karachi, Pakistan. *Journal of Management and Entrepreneurship*. 22 (1), pp. 165-172. Doi: 10.9744/jmk.22.2.165-172
- Jamal Shah, Muhammad. at el. (2012). Job satisfaction and Motivation of Public Educational Institutions. *International Journal of Business and Social Science*. 8, (3), pp.271-280.
- Janakbhai, P.D., & Pathak, A. (2021). A study on impact of reward and recognition system on employee job satisfaction. *International Journal of Creative Research Thoughts (IJCRT)*. 9 (5), pp. 832-838.
- Lavrakas, P. J. (2008). *Encyclopedia of Survey Research Methods*. Sage Publications, Inc.
- Luthans, F. (2006), *Organizational Behavior*. Edition Ten, Jakarta: PT. Andi.
- Maldrine, T., & Kiplangat, H.K. (2020). Relationship Between Supervision and Job Satisfaction Among Public Secondary School Teachers in Nakuru West Sub-County, Kenya. *Europe Journal Of Education Studies*. 7 (11), pp. 102-116. Doi <http://dx.doi.org/10.46827/ejes.v7i11.3339>.
- Mathis, L.R. & Jackson, H.J. (2001), *Human Resource Management*, Jakarta.
- Mukrom, M.H., & Ferijani, A. (2019). Analysis of The Effect of Supervision, Job Relations, and Compensation on Job Satisfaction and its Impact on Job Performance in CV. Aliansyah Winong Pati. *Journal Of Management and Business Environment*. 1 (1), pp. 12-34.
- Ndungu, D.N. (2017). The Effects of Rewards and Recognition on Employee Performance in Public Educational Institutions: A Case of Kenyatta University. *Global Journal of Management and Business Research: A Administration and Management*, 17 (1), pp. 43-68. Repository: <https://journalofbusiness.org/index.php/GJMBR/article/view/2183/2085>.



- Nguyen, PND., Nguyen, LLK., and Le DNT. (2021). The Impact of Extrinsic Work Factors on Job Satisfaction and Organizational Commitment at Higher Education Institutions in Vietnam, *Journal of Asian Finance, Economics and Business*, 8 (8), pp. 259-270. Doi: 10.13106/jafeb.2021.vol8.no8.0259.
- Paais, M. and Pattiruhu, J. (2020) 'Effect of motivation, leadership, and organizational culture on satisfaction and employee performance', *Journal of Asian Finance, Economics, and Business*, 7(8), pp. 577–588.
- Pancasila, I., Haryono, S. and Sulisty, B. A. (2020) 'Effects of work motivation and leadership toward work satisfaction and employee performance: Evidence from Indonesia.', *The Journal of Asian Finance, Economics, and Business*, 7(6), pp. 387–397.
- Preedy, V.R., & Watson, R.R. (2010). *Handbook of Disease Burdens and Quality of Life Measures*. New York: Springer.
- Reed, T. L., (2015). The Relationship between Supervision, Job Satisfaction, and Burnout among Live-In and Live-On Housing and Residence Life Professionals. [Dissertation, Louisiana State University and Agricultural and Mechanical College]. Repository: [https://digitalcommons.lsu.edu/cgi/viewcontent.cgi?article=2035&context=gradschool\\_dissertations](https://digitalcommons.lsu.edu/cgi/viewcontent.cgi?article=2035&context=gradschool_dissertations).
- Riyadi, S. (2020) 'The Influence of Leadership Style, Individual Characteristics and Organisational Climate on Work Motivation, Job Satisfaction and Performance.', *International Journal of Innovation, Creativity and Change*, 13(7), pp. 662–677.
- Robbins, S. P. (2003), *Principles of Organizational Behavior*, Jakarta: Erlangga.
- Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson Education Limited.
- Roscoe. (1982). *Research Methods for Business*, New York: Mc Graw Hill.
- Saks. A.M. (2006). Antecedents and Consequences of Employee Engagement. *Journal of Managerial Psychology*. 21 (7). pp. 601-619. Doi: 10.1108/02683940610690169.
- Sedarmayanti. (2017). Human Resource Management and Bureaucratic Reform *Management of Civil Servants Revised Edition*. Bandung: Refika Aditama.
- Sekaran, U. & Bougie, R. (2016). *Research Method for Business: A Skill Building Approach 17th Edition*. Chichester: Wiley.
- Siagian, S.P. (2019). *Human Resource Management*. Jakarta: Bumi Aksara.
- Sitepu, C.N.B., Sitepu I.U.B., Ompusunggu, V.M., & Sitepu, J. (2021). Factors Affecting Employee Job Satisfaction. *International Journal Of Education and Linguistics*. 1 (1), pp. 216–228.

- Smith, K. *et al.* (2020) 'Faculty That Look Like Me: An Examination of HBCU Accounting Faculty Motivation and Job Satisfaction'.
- Stefurak, T., Morgan, R. and Johnson, R. B. (2020) 'The Relationship of Public Service Motivation to Job Satisfaction and Job Performance of Emergency Medical Services Professionals', *Public Personnel Management*, 49(4), pp. 590–616.
- Sugiyono, (2019). *Quantitative, Qualitative, and R&D Research Methods*. Alfaabeta: Bandung.
- Syamsir, S. (2020) 'Competence, Job Satisfaction, Work Motivation, and Job Performance of The Village ("Nagari") Masters in Managing E-Village Finance', *International Journal of Advanced Science and Technology*, 29(8), pp. 1337–1350.
- Tirta, A.H., & Enrika, A. (2020). Understanding the impact of reward and recognition, work life balance, on employee retention with job satisfaction as mediating variable on millennials in Indonesia. *Journal of Business and Retail Management Research (JBRMR)*. 14 (3), pp. 88-99.
- Vijayakumar, V.T.R., & Subha, B. (2013). Impact of Rewards and Recognition on Employees Job Satisfaction and Motivation in Private Banks of Tirunelveli City. *International Research Journal of Business and Management*. 1 (5), pp. 64-73.
- Windon, Suzanna. (2017). Examining Ohio State University Extension Program Assistants' Turnover Intention through Job Satisfaction, Satisfaction with Supervisor, and Organizational Commitment. [Dissertation, Ohio State University]. The Ohio State University. Repository: [https://etd.ohiolink.edu/apexprod/rws\\_etd/send\\_file/send?accession=osu1500468741625219&disposition=inline](https://etd.ohiolink.edu/apexprod/rws_etd/send_file/send?accession=osu1500468741625219&disposition=inline)