

CHAPTER V

CONCLUSION AND SUGGESTIONS

5.1 Conclusion

This study aims to determine "The Effects of Compensation and Benefit Satisfaction on Turnover Intention Mediated by Perceived Organizational Support and Affective Organizational Commitment at Kompas Gramedia." Some of the findings in this study are:

1. Satisfaction with compensation has a negative and significant effect on turnover intention. The higher the satisfaction with compensation, the lower the turnover intention.
2. Satisfaction with benefits has no significant effect on turnover intention, so the hypothesis proposed that benefit satisfaction has a negative effect on turnover intention is not supported.
3. Satisfaction with compensation has a positive and significant effect on perceived organizational support. The higher the satisfaction with compensation, the higher the perceived organizational support.
4. Satisfaction with benefits has a positive and significant effect on perceived organizational support. The higher the satisfaction with the benefits, the higher the perceived organizational support.
5. Satisfaction with compensation has no effect on affective organizational commitment, so the hypothesis proposed that satisfaction with compensation positively affects affective organizational commitment is not supported.
6. Satisfaction with benefits does not positively effect affective organizational commitment, so the hypothesis proposed that benefit satisfaction positively affects affective organizational commitment cannot be supported.
7. Perceived organizational support has a positive and significant effect on affective organizational commitment. The higher the perceived organizational support, the higher the affective organizational commitment.

8. Affective organizational commitment has a negative and significant effect on turnover intention. The higher the affective organizational commitment turnover intention, the lower the turnover intention.
9. Satisfaction with compensation has a positive and significant effect on affective organizational commitment through perceived organizational support. The higher perceived organizational support will increase compensatory satisfaction on affective organizational commitment. Without perceived organizational support, compensatory satisfaction cannot have an effect on increasing affective organizational commitment. Perceived organizational support fully mediates the relationship between compensation satisfaction and affective organizational commitment.
10. Benefit satisfaction has a positive and significant effect on affective organizational commitment through perceived organizational support. The higher perceived organizational support will increase benefit satisfaction on affective organizational commitment. Without perceived organizational support, benefit satisfaction cannot have an effect on increasing affective organizational commitment. Perceived organizational support fully mediates the relationship between benefit satisfaction and affective organizational commitment.
11. Compensation satisfaction has a negative and significant effect on turnover intention through perceived organizational support and affective organizational commitment. Perceived organizational support and affective organizational commitment partially mediate compensation satisfaction and turnover intention. Without perceived organizational support and affective organizational commitment, compensation satisfaction can still have an effect on reducing turnover intention.
12. Satisfaction with benefits has a negative and significant influence on turnover intention through perceived organizational support and affective organizational commitment. Perceived organizational support and affective organizational commitment fully mediate between benefit satisfaction and turnover intention.

Without perceived organizational support and affective organizational commitment, benefit satisfaction cannot reduce turnover intention.

13. Another finding from this study shows that perceived organizational support is crucial in influencing the formation of affective organizational commitment when perceived organizational support acts as a predictor, a mediator, or an endogenous variable.
 - 1) When it becomes a predictor of perceived organizational support, it can directly affect the increase in affective organizational commitment.
 - 2) When it becomes a mediator, perceived organizational support mediates the satisfaction of compensation and benefits on affective organizational commitment and turnover intention.
 - 3) If the company wants to increase the affective organizational commitment of its best talent, its leaders and HRD must show the best possible support to employees.

5.2 Suggestions

1. In developing a compensation and benefit system, the company must ensure that the method applies to all employees with the same procedures and procedures as it applies to all employees. This condition creates a sense of distributive justice that can minimize dissatisfaction because of feeling unfair.
2. The company will be more optimal to give awards vertically than horizontally. Designing a vertical incentive system based on contributions will get a better perception than providing horizontal incentives such as wages. Of course, the transparency of the organization's communication system becomes essential.
3. Providing organizational support to employees plays a strategic role in increasing employees' psychological attachment to the company. The role of managers and professional HR management practices are examples of organizational support provided to employees. Leadership is a

representation of the company. When the leadership provides the support that the company expects, employees will assume that the company has provided support to employees.

Examples of forms of organizational support that can be shown by the leadership to employees, for example:

- 1) Always provide feedback on the performance of subordinates, show a sense of appreciation, and express gratitude for the contributions that employees have given. This feedback can be done during performance appraisals or in departmental meeting forums.
- 2) Leaders must have coaching and counseling skills to listen to employee complaints when facing problems with empathy. Employees who have problems will usually affect their work performance. A leader must be aware when performance is compromised. Coaching abilities from superiors are needed for this, primarily to provide alternative solutions for employees who have performance problems.
- 3) Leaders must show an attitude of deep concern for the welfare of employees. This attitude is reflected in decision-making that prioritizes employee welfare.
- 4) Leaders need to understand the personal values that each employee has and then try to align these values with the importance of the organization so that employees have the awareness to make the best possible contribution to the company.
- 5) If the employee makes a mistake, allow them to explain why they make it. The leader should state they give forgiveness and ask the employee a commitment not doing the same mistake. Don't judge someone for their first mistake.
- 6) Leaders can also show a positive attitude by not taking advantage of subordinates. A positive reflection of the behavior of superiors becomes a reflection of organizational behavior.

Examples of organizational support for employees that can be shown from HR practices

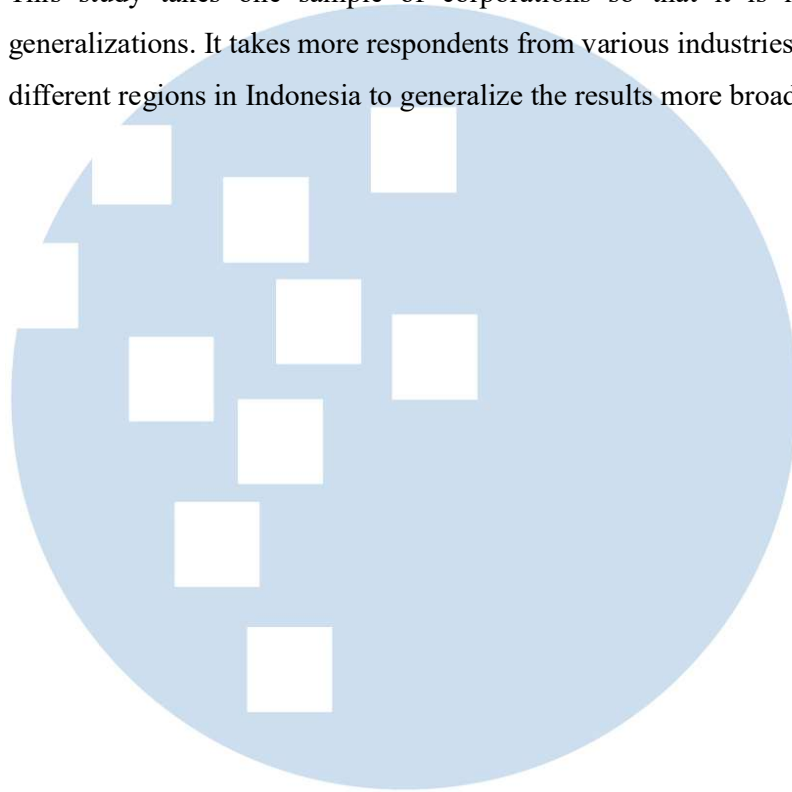
1. Ensure all company regulations apply equally to every employee. If it decides to make a policy, it must be ensured for the greater interest of the organization
2. it is for organization benefit of the larger organization.
3. HR is a role model that prioritizes decision-making provisions for all employees, not because of likes and dislikes factors. Treat all employees with optimal services without discriminating between the units served and who is served.
4. In formulating provisions, HR must ensure that these provisions provide benefits for employees; thus, employees feel that organizational decisions are made in the interests of employees, not for the interests of certain parties.
5. HR must demonstrate efforts to develop employees through various forms of development, training needed by employees to carry out job responsibilities, and further employee career development.
6. Setting up a career development system for all role functions in the organization and ensuring that employees can develop themselves to achieve these careers.
7. Set up rewards to reward employees' contributions, and these rewards are strictly specific only to employees who have shown outstanding performance.
8. Designing a compensation system must be based on fairness according to the contribution given. In contrast, developing a benefit system must meet the needs of different employees. The same benefit system cannot satisfy the needs of other employees. Creating a cafeteria-style benefit system allows employees to optimize the types of benefits that suit their needs. Setting up a benefit system must also consider the diversity of generations in the organization.

9. Provide several value-added benefits for employees to balance work with family demands, such as providing benefits they cannot afford or giving their children the opportunity to do things they could not do before.
10. Encouraging corporates to implement a differentiation benefit system by implementing flexible benefits. This system can be a competitive advantage in the era of the talent war. Flexible benefits can increase attractive capacity and the company's retention capacity.

5.3 Limitations and Suggestions for Further Research

1. Research on the level of satisfaction of compensation and benefits is multidimensional research. There are many exciting things for future research. One of the weaknesses of this study is that it does not compare the current satisfaction between generations. The company handles only one generation, but four generations, namely Baby Boomers, Gen X, Gen Y, and Gen Z. Different generations bring about differences in satisfaction, compensation, and expected benefits? Do generational differences demand different organizational support? Are the affective tendencies of organizational commitment different from the perspective of generations, and whether each generation has a turnover intention different
2. It is also necessary to conduct research involving moderating variables, whether satisfaction with compensation and benefits is influenced by gender, education level, or position level? Knowing these factors strengthen or weaken compensation and benefit satisfaction is essential for companies in designing compensation and benefits systems that can retain their best talents.
3. The number of business units in Kompas Gramedia makes it interesting to research whether differences in industry characteristics affect satisfaction with compensation and benefits. At the same time, whether there is a difference in turnover intention is influenced by the characteristics of the print and digital media industry.

4. This study takes one sample of corporations so that it is limited to generalizations. It takes more respondents from various industries and from different regions in Indonesia to generalize the results more broadly.



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