

BAB V

PENUTUP

5.1 Kesimpulan

Sesuai dengan uraian hasil pengujian hipotesis yang telah dilakukan, maka dapat diajukan beberapa kesimpulan penting yaitu:

1. *Workplace ostracism* berpengaruh positif terhadap *deviant behavior* pada karyawan di PT Berjaya Pet Sumatera.
2. *Workplace ostracism* berpengaruh positif terhadap *deviant behavior* pada karyawan di PT Berjaya Pet Sumatera.
3. *Workplace ostracism* berpengaruh negatif terhadap *organizational based self esteem* pada karyawan di PT Berjaya Pet Sumatera.
4. *Emotional exhaustion* berpengaruh positif terhadap *deviant behavior* pada karyawan di PT Berjaya Pet Sumatera.
5. *Organizational based self esteem* berpengaruh negatif terhadap *deviant behavior* pada karyawan di PT Berjaya Pet Sumatera.
6. *Organizational based self esteem* mampu memediasi hubungan antara *workplace ostracism* dengan *deviant behavior* pada karyawan di PT Berjaya Pet Sumatera,
7. *Emotional exhaustion* mampu memediasi hubungan antara *workplace ostracism* dengan *deviant behavior* pada karyawan di PT Berjaya Pet Sumatera.

5.2 Implikasi

Sejalan dengan uraian kesimpulan hasil pengujian hipotesis yang telah dilakukan maka peneliti mengajukan beberapa implikasi bagi:

a. Implikasi Praktis

1. Bagi pimpinan perusahaan sesuai dengan analisis Tingkat Capaian Responden (TCR) terlihat kecenderungan sejumlah karyawan di PT Berjaya Pet Sumatera Padang untuk melakukan *deviant behavior* relatif tinggi, seperti masih adanya karyawan yang memperlakukan karyawan lainnya. Hal tersebut harus dihentikan karena menciptakan suasana tidak nyaman dalam organisasi, sehingga penting bagi pimpinan untuk mendorong tumbuh nilai nilai kekeluargaan dan kebersamaan dalam organisasi, serta menjaga sikap saling menghargai dan menghormati dalam organisasi sehingga suasana kerja menjadi lebih kondusif serta dapat mencegah terjadinya deviant behavior dalam perusahaan PT Berjaya Pet Sumatera Padang.
2. Sesuai dengan uraian Tingkat Capaian Responden (TCR) teridentifikasi sejumlah karyawan merasa benar benar terkuras secara emosional dalam bekerja. Kondisi tersebut disebabkan karena tinggi tekanan dan gangguan yang di dapatkan karyawan dalam bekerja. Oleh sebab itu bagi pimpinan instansi diharapkan mampu bertindak bijaksana dengan mendorong peningkatan nilai nilai kebersamaan sehingga tercipta sebuah lingkungan kerja yang kondusif dan nyaman bagi karyawan, yang tentunya akan

menurunkan atau mencegah terjadinya deviant behavior di lingkungan PT Berjaya Pet Sumatera Padang.

3. Sesuai dengan uraian Tingkat Capaian Responden (TCR) teridentifikasi dalam mengukur nilai *organizational based self esteem* masih terdapat sejumlah karyawan yang merasa belum mampu memanfaatkan sumber daya yang dimiliki perusahaan semaksimal mungkin, sehingga menciptakan penyelesaian pekerjaan menjadi tidak efisien. Oleh sebab itu disarankan kepada pimpinan untuk mendorong kekompakan dan kerja sama seluruh anggota organisasi, melalui kekompakan dan kerja sama yang kuat tersebut akan mendorong meningkatkan optimalisasi pemanfaatan sumber daya di dalam perusahaan serta dapat mencegah deviant behavior di lingkungan PT Berjaya Pet Sumatera Padang.

b. Implikasi Teoritis

Penelitian ini dapat memberikan kontribusi bagi perkembangan ilmu manajemen sumber daya manusia dan perilaku organisasi, terutama dalam memperkuat esensi teori yang berkaitan dengan deviant behaviour dan sejumlah faktor yang mempengaruhinya.

5.3 Keterbatasan dan Saran

Peneliti menyadari bahwa penelitian yang telah dilaksanakan saat ini masih memiliki sejumlah keterbatasan yang meliputi:

1. Jumlah data yang digunakan dalam penelitian ini masih digolongkan sampel kecil, kondisi tersebut tentu mempengaruhi hasil penelitian yang diperoleh. Oleh sebab itu diharapkan bagi peneliti dimasa mendatang

menggunakan dua instansi dengan karakteristik yang sama sehingga akan memperbesar ukuran sampel yang akan diolah. Hal tersebut penting untuk meningkatnya kualitas hasil penelitian yang akan diperoleh dimasa mendatang.

2. Masih terdapatnya sejumlah variabel yang juga mempengaruhi *deviant behavior* yang belum digunakan dalam penelitian ini, seperti ketidakpuasan kerja, *bullying in workplace* dan berbagai variabel lainnya. Oleh sebab itu bagi peneliti dimasa mendatang mencoba menggunakannya agar kualitas hasil penelitian yang diperoleh menjadi lebih baik
3. Masih terdapatnya software dengan tingkat *goodness of fit* yang lebih tinggi untuk menguji permasalahan mediasi yaitu AMOS atau Listrel, sehingga di sarankan bagi peneliti dimasa mendatang untuk mencoba menggunakan *software* tersebut. Saran tersebut menjadi sangat penting di coba agar kualitas hasil penelitian yang diperoleh menjadi lebih baik.

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