

CHAPTER IV

CLOSING

4.1 Conclusion

This study seeks to empirically investigate the impact of Job Satisfaction and HR Integration on Selection Effectiveness, along with the mediating influence of Organizational Commitment among the employees of PT Indosat Ooredoo Hutchison in a post-merger context. Utilizing data analysis via Partial Least Squares Structural Equation Modeling (PLS-SEM) through SmartPLS 4 with a sample of 100 respondents, the following conclusions can be derived:

- 1. Job Satisfaction (X1) has a positive and significant effect on Organizational Commitment (Z).** The findings of this research suggest that employees who report elevated levels of job satisfaction are more likely to exhibit a heightened commitment to the organization. Those who are content with their remuneration and benefits, opportunities for career advancement, workplace environment, interactions with coworkers, and general job conditions are more inclined to cultivate loyalty and a deeper sense of belonging to the organization. Consequently, enhancing employee satisfaction has the potential to bolster Organizational Commitment among the workforce of PT Indosat Ooredoo Hutchison in the context of the post-merger landscape.

- 2. Organizational Commitment (Z) has a positive and significant effect on Selection Effectiveness (Y).** The results indicate that employees who exhibit a higher degree of organizational commitment are more likely to engage effectively in organizational processes, such as employee selection activities. A robust level of commitment motivates employees to align with organizational objectives and actively partake in the pursuit of organizational goals. Therefore, enhancing Organizational Commitment has the potential to elevate Selection Effectiveness within the organization.
- 3. Job Satisfaction (X1) has a positive and significant effect on Selection Effectiveness (Y).** This discovery suggests that employees who experience greater job satisfaction are more inclined to endorse organizational processes and aid in achieving successful selection results. A supportive work atmosphere and beneficial employment conditions can motivate employees to execute their responsibilities more efficiently, thereby enhancing Selection Effectiveness within the organization.
- 4. HR Integration (X2) has a positive and significant effect on Organizational Commitment (Z).** The results suggest that effective integration of human resource policies, systems, and practices following the merger contributes to stronger Organizational Commitment among employees. Successful HR Integration helps

employees adapt to organizational changes, reduces uncertainty, and creates a greater sense of trust and attachment toward the organization.

5. **HR Integration (X2) has a positive and significant effect on Selection Effectiveness (Y).** This finding demonstrates that effective HR Integration contributes directly to improving Selection Effectiveness. Consistent and transparent HR practices enable organizations to implement more effective selection processes and support the achievement of organizational objectives following the merger.
6. **Organizational Commitment (Z) significantly mediates the relationship between Job Satisfaction (X1) and Selection Effectiveness (Y).** This discovery suggests that Job Satisfaction affects Selection Effectiveness both directly and indirectly via Organizational Commitment. Employees who experience job satisfaction are likely to cultivate a deeper commitment to the organization, which in turn leads to enhanced Selection Effectiveness. Consequently, Organizational Commitment acts as a crucial mechanism by which Job Satisfaction improves organizational results.
7. **Organizational Commitment (Z) significantly mediates the relationship between HR Integration (X2) and Selection Effectiveness (Y).** The findings indicate that HR Integration enhances Selection Effectiveness both directly and indirectly via Organizational Commitment. A robust HR Integration fosters employees' dedication

to the organization, subsequently improving Selection Effectiveness. This observation underscores the significant function of Organizational Commitment in amplifying the beneficial effects of HR Integration on organizational effectiveness within the context of a post-merger environment.

4.2 Suggestion

Based on the results obtained from this study, the subsequent recommendations are suggested for PT Indosat Ooredoo Hutchison to enhance employee satisfaction, reinforce HR integration, cultivate organizational commitment, and increase selection effectiveness within the post-merger context:

4.2.1 Suggestion for Indosat Ooredoo Hutchison

1. The organization should persist in enhancing employee job satisfaction by providing equitable compensation, opportunities for career advancement, and fostering a supportive workplace atmosphere. The research findings suggest that job satisfaction plays a crucial role in influencing both organizational commitment and selection effectiveness. Consequently, ensuring employee satisfaction can bolster employees' connection to the organization while concurrently facilitating more efficient organizational operations.
2. The organization should enhance the execution of HR Integration practices throughout all divisions. Initiatives such as enhancing

communication about HR policies, guaranteeing uniformity in performance assessment systems, and ensuring equitable treatment of employees can assist in alleviating uncertainty that arises after the merger process. Successful HR Integration can bolster employees' dedication and enhance organizational efficiency.

3. Management should focus more on initiatives that foster Organizational Commitment among employees. This can be accomplished through employee engagement programs, clear communication, recognition systems, and providing opportunities for employees to participate in organizational activities. Enhancing Organizational Commitment is crucial as it directly influences Selection Effectiveness and also mediates the impacts of Job Satisfaction and HR Integration.
4. The organization should conduct periodic assessments of its employee selection procedures to guarantee they are in line with the goals of the organization and the requirements of the business following a merger. Consistent evaluations can assist in recognizing possible enhancements within the selection framework and ensure that the organization consistently assigns employees to roles that are most suited to their skills and abilities.

4.2.2 Academic Suggestion

Future research is recommended to integrate supplementary variables that could enhance the research framework, including

Organizational Culture, Leadership Style, Employee Engagement, or Perceived Organizational Support. By incorporating these variables, a more thorough comprehension of the elements affecting Selection Effectiveness may be achieved, thereby contributing to the existing body of literature on human resource management and organizational behavior.