

BAB V

PENUTUP

5.1 Kesimpulan

Penelitian ini secara empiris menguji pengaruh ambiguitas peran, konflik peran, dan stres kerja terhadap prestasi kerja dengan kepuasan kerja sebagai variabel mediasi pada 133 pegawai Bank Nagari Cabang Solok. Hasil analisis menunjukkan beberapa temuan penting sebagai berikut:

1. Ambiguitas peran tidak berpengaruh signifikan terhadap prestasi kerja pegawai Bank Nagari Cabang Solok. Hal ini menunjukkan bahwa kejelasan peran yang baik membuat ambiguitas peran tidak menjadi faktor penting dalam memengaruhi kinerja pegawai.
2. Konflik peran berpengaruh negatif signifikan terhadap prestasi kerja. Semakin tinggi konflik peran yang dialami pegawai, semakin rendah prestasi kerja yang dicapai.
3. Stres kerja berpengaruh negatif signifikan terhadap prestasi kerja. Tingginya beban kerja dan tekanan psikologis menurunkan efektivitas serta kualitas hasil kerja pegawai.
4. Ambiguitas peran tidak berpengaruh signifikan terhadap kepuasan kerja. Hal ini konsisten dengan kondisi kejelasan peran yang baik, sehingga ambiguitas tidak memengaruhi tingkat kepuasan pegawai.
5. Konflik peran berpengaruh negatif signifikan terhadap kepuasan kerja. Pegawai yang menghadapi tuntutan peran yang bertentangan cenderung

mengalami ketidakpuasan dalam bekerja.

6. Stres kerja berpengaruh negatif signifikan terhadap kepuasan kerja. Semakin tinggi tingkat stres yang dirasakan, semakin rendah kepuasan kerja yang dialami pegawai.
7. Kepuasan kerja berpengaruh positif signifikan terhadap prestasi kerja. Pegawai yang merasa puas dengan pekerjaannya menunjukkan motivasi lebih tinggi dan kinerja yang lebih baik.
8. Kepuasan kerja tidak memediasi pengaruh ambiguitas peran terhadap prestasi kerja. Artinya, meskipun kepuasan kerja penting, ambiguitas peran tidak cukup memengaruhi variabel tersebut untuk berdampak pada prestasi kerja.
9. Kepuasan kerja memediasi pengaruh konflik peran terhadap prestasi kerja. Konflik peran menurunkan kepuasan kerja, yang pada akhirnya berdampak pada menurunnya prestasi kerja pegawai.
10. Kepuasan kerja memediasi pengaruh stres kerja terhadap prestasi kerja. Stres kerja menurunkan kepuasan kerja, yang selanjutnya mengurangi kualitas prestasi kerja pegawai.

5.2 Implikasi Penelitian

5.2.1 Secara Praktis

Penelitian ini menemukan bahwa tingkat prestasi kerja pegawai di Bank Nagari Cabang Solok berada pada kategori sedang. Hal ini menunjukkan bahwa meskipun kinerja pegawai sudah cukup baik, namun

masih perlu ditingkatkan agar dapat mencapai kategori tinggi. Hasil penelitian memperlihatkan bahwa kepuasan kerja memiliki pengaruh positif terhadap prestasi kerja serta berperan sebagai variabel mediasi dalam hubungan konflik peran dan stres kerja terhadap prestasi kerja. Oleh karena itu, peningkatan kepuasan kerja pegawai perlu menjadi perhatian utama. Upaya yang dapat dilakukan adalah dengan memperhatikan indikator yang masih dinilai sedang, seperti: (1) pemberian penghargaan dan kompensasi yang lebih adil, (2) penyediaan kesempatan promosi yang transparan dan berbasis kinerja, serta (3) penciptaan lingkungan kerja yang nyaman agar pegawai merasa dihargai.

Sementara itu, ambiguitas peran dalam penelitian ini tidak terbukti signifikan memengaruhi kepuasan kerja maupun prestasi kerja. Namun, Bank Nagari tetap perlu mengantisipasi munculnya ambiguitas peran agar tidak menimbulkan masalah di masa mendatang. Upaya yang dapat dilakukan adalah: (1) menyusun deskripsi pekerjaan (*job description*) yang jelas dan diperbarui secara berkala, (2) memberikan arahan dan target kerja yang lebih terukur, serta (3) memperkuat mekanisme umpan balik dari pimpinan kepada bawahan.

Hasil penelitian juga menemukan bahwa konflik peran berpengaruh negatif terhadap kepuasan maupun prestasi kerja. Untuk itu, Bank Nagari Cabang Solok perlu mengelola konflik peran dengan baik. Langkah-langkah yang dapat dilakukan adalah: (1) memperjelas pembagian tugas dan

tanggung jawab antarpegawai sehingga tidak terjadi tumpang tindih pekerjaan, (2) meningkatkan koordinasi dan komunikasi antarunit kerja maupun antara atasan dan bawahan, (3) menetapkan prioritas kerja yang jelas agar pegawai tidak terbebani oleh tuntutan yang saling bertentangan. Dengan mengurangi konflik peran, kepuasan kerja pegawai akan lebih terjaga sehingga berdampak positif terhadap prestasi kerja.

Selanjutnya, hasil penelitian juga menunjukkan bahwa stres kerja berpengaruh negatif terhadap kepuasan kerja dan prestasi kerja. Oleh karena itu, Bank Nagari perlu mengendalikan stres kerja melalui beberapa cara, yaitu: (1) menyesuaikan beban kerja dengan kapasitas pegawai secara proporsional, (2) memberikan kesempatan istirahat yang cukup serta mendukung keseimbangan antara pekerjaan dan kehidupan pribadi, (3) menyediakan layanan konseling atau pelatihan manajemen stres bagi pegawai.

5.3 Keterbatasan dan Saran Penelitian

Dalam pelaksanaan penelitian ini, terdapat beberapa keterbatasan dan saran yang perlu menjadi perhatian untuk pengembangan penelitian selanjutnya:

1. Penelitian ini hanya dilakukan pada pegawai Bank Nagari Cabang Solok, sehingga hasil penelitian ini belum tentu dapat digeneralisasikan ke seluruh cabang Bank Nagari maupun lembaga keuangan lainnya. Disarankan agar penelitian selanjutnya menguji model penelitian ini di

cabang lain atau pada sektor perbankan yang berbeda.

2. Penelitian ini menggunakan metode survei kuantitatif dengan instrumen kuesioner, sehingga hasil sangat bergantung pada persepsi subjektif responden. Disarankan agar penelitian berikutnya mengombinasikan metode kuantitatif dengan wawancara atau observasi untuk memperoleh data yang lebih kaya dan mendalam.
3. Variabel yang digunakan terbatas pada ambiguitas peran, konflik peran, stres kerja, kepuasan kerja, dan prestasi kerja. Faktor lain seperti kepemimpinan, budaya organisasi, motivasi, serta dukungan sosial belum dianalisis. Peneliti selanjutnya disarankan menambahkan variabel-variabel tersebut agar model konseptual lebih komprehensif.
4. Penelitian ini menggunakan desain cross-sectional yang hanya mengukur variabel pada satu titik waktu, sehingga belum mampu menjelaskan dinamika perubahan maupun hubungan sebab-akibat secara lebih akurat. Disarankan agar penelitian berikutnya menggunakan desain longitudinal atau eksperimental.

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