

CHAPTER V

CONCLUSION

This chapter provides conclusion from finding and discussion presented in the previous chapter, followed by an assessment of the potential limitation present in study, implication and possible future directions for the research.

5.1 Conclusion of the Research

This research is quantitative research using a primary source of data through explanatory research to analyze how one or more variables related the other variables and the effect between variables that explained by the hypothesis. The surveys are spread to employees in BPJS *Kesehatan* Branch Padang.

The purpose of this research is to find out effect of distributive justice, job satisfaction, and organizational commitment to employee performance. This research also finds out whether variables have a significant effect and positive effect or not. After gathering all the questionnaires back, the data have been processed by using SmartPLS 3.2.7 and SPSS 16.0, through several tests; measurement outer model (convergent validity, discriminant validity, and reliability test) and measurement inner model (r-square and t-test). There are six hypotheses developed in this research.

1. Based on hypothesis testing, there is a positive and significant relationship between distributive justice and job satisfaction. That's mean when employee feel allocation of outcomes is fair, the more satisfied employee to their job.
2. Based on hypothesis testing, there is a positive and not significant relationship between distributive justice and organizational commitment. Distributive justice

has a strong influence on specific behavior such as satisfaction of reward and job satisfaction.

3. Based on hypothesis testing, there is a positive and not significant relationship between distributive justice and employee performance. Procedural justice will have more influence on employee performance. Distributive justice not significant affect to employee performance because this decisions are made by the central government.
4. Based on hypothesis testing, there is a positive and significant relationship between job satisfaction and organizational commitment. That's mean when employee more satisfied with their job, the employee will more committed to the organization.
5. Based on hypothesis testing, there is a positive and significant relationship between job satisfaction and employee performance. The more employee satisfied with their work, the more employees will show involvement into their work in achieving organization goals.
6. Based on hypothesis testing, there is a positive and significant relationship between organizational commitment and employee performance. Employees with high commitments will have greater contributions to the organization, and perform better.

5.2 Implications of the Research

The findings in this study have several important implications that must be considered for BPJS *Kesehatan* Branch Padang related to distributive justice, job

satisfaction, organizational commitment and employee performance. The implication of this study are follows :

1. Organizational Management needs to convince employees of the suitability between providing reward and contributions made by employees by resocializing the reward system that can motivate employees to increase job satisfaction. When employees feel that they are treated fairly by organization in every aspect they are motivated to show positive attitude and behavior like job satisfaction.
2. Organization need to improve job satisfaction to get improvement in organizational commitment. Organizational commitment has increased and continues to become important for the organization. When the organization can make the employees satisfied with their job, the employees become committed to the organization. This is because employees who have committed will be able to ensure that they will keep working and stay within their organization. Committed employees will feel that they have the organization and in turn, they will tend to not leave the organization.
3. Organization need to pay attention to antecedent to employee performance, because a good organization is shown by the good performance of employees in it. To get good employee performance, organization can increase employee satisfaction about their job. Employee who is more satisfied with their work will show more involvement into their work that incorporate continuous quality improvement into their activities and encourage them to participate in achieving organization goals.

4. Commitment is one of important thing that employee must have to run their organization. Commitment means for the employees to not only stay in the organization for a longer time, but also to give their best efforts and be loyal to the organization. Employees with high commitments will have greater contributions to the organization and less likely to engage in unproductive or destructive behavior. So, BPJS *Kesehatan* must increase and make their employees committed to the organization to achieve organization goals.

5.3 Limitations of the Research and Future Research

This research can not be separated from limitations and weaknesses. On the other hand, the limitations and weaknesses found in this study can be a source for future researchers. The limitations found in this study are :

1. The sample in this study is still limited and on a relatively small scale. Small sample size may limit the generalizability of the respondents of this research. Because researcher only conduct research at BPJS *Kesehatan* where they only have 80 employees. Therefore, the researcher applied census method. Future research is expected to expand the scale and multiply the sample by spreading it to other agencies or at a non-government organization that is more dynamic and professional. So, the result obtained are more concrete.
2. This study uses a questionnaire, and questionnaires often do not show actual respondent behavior. It is hoped that further research will also use a qualitative approach, in order to increase the strength of the data from the quantitative approach, because this can help to get more better research results.

3. This research was conducted using 4 variables. The variables used are distributive justice, job satisfaction, organizational commitment and employee performance. There are still a number of variables that affect employee performance that are not used in this study. Therefore for further research, it is expected to be able to use other variables, which are many other variables that can affect employee performance and be able to compare the development of employee performance in government organization in the province of West Sumatra and other provinces such as Riau, North Sumatra and others.

