

## CHAPTER V

### CLOSING

#### 5.1 Conclusion

This study is a continuation of previous studies, which examine the impact of organizational justice, job satisfaction and organizational commitment on turnover intention with job satisfaction and organizational commitment as an intervening variables. This study highlights the importance of organizational justice, job satisfaction and organizational commitment to lower levels of turnover intention.

This study is conducted by analyzing 65 questionnaires containing the employee's perception of al-Aqsha foundation 2012. The data is analyzed with descriptive statistical techniques, the data quality test to test the internal consistency and construct validity and classical assumption test of multicollinearity, autocorrelation and heteroscedasticity. To test the hypothesis used regression with path analysis model using SPSS statistical program.

This research tries to test the impact of organizational justice proxied by perceived discrimination on turnover intention at al-Aqsho foundation directly or trough job satisfaction and commitment organizational. The results of hypohthesis test support 3 hypotheses proposed (H1, H5, H6) and reject 3 hypotheses (H2, H3, H4). The results of this research show that organizational justice does not impact directly on turnover intention, but through job satisfaction and organizational commitment. It indicates that bias and not consistent in

making decision especially related with salary and promotion will reduce job satisfaction marked by decreasing of creativity and autonomy, working condition, and responsibility of assignment. Decreasing level of job satisfaction will decrease commitment to organization and finally followed by employees action to leave al-Aqsho foundation.

This research implies on al-Aqsho management. The perceived discrimination on turnover intention, indirectly through intermediation job satisfaction and organizational commitment, show the importance of consistence and unbiased principle in making decision.

Inconsistent and biased actions not only cause dissatisfaction, low commitment and the emergence of the intensity of turnover, but also may have implications for other negative consequences such as lower performance display. (Konovsky and Cropanzano, 1991). Other possible negative consequences of individual resistance and decreased compliance of the organization's employees to the organization. Several studies in management and applied psychology suggests the influence of organizational justice with the organizational commitment behaviour (Skarlicki and Folger, 1997; Skarlicki et al., 1999; Moorman, 1991; Nierhoff and Moorman, 1993)

In summary, can be said that the findings of this study for the management of al-Aqsa foundation that is the foundation of al-Aqsa should strive to allocate awards as consistent as possible for all individuals. Furthermore, this study suggests that al-Aqsa Foundation has the responsibility not only consistent with all of the individual but also to communicate to all individuals on the

importance of the principle of consistency in the organization and this should be integrated in the decision making process.

Theoretically, the confirmation of research results and practical implications, as explained earlier, this study is to explore the various factors driving the emergence of the intensity of turnover in the al-Aqsa Foundation, among others, organizational justice, job satisfaction and organizational commitment.

## **5.2 Suggestions**

1. The results of this study, at least can encourage and trigger subsequent studies done in the field of management with other variables that have not been included in this study.
2. The limitations in this study for further research should be able to use the interview method in obtaining valid data and describe the actual condition.
3. Recommendations for the next research is to expand the sample studied, not only on a foundation, but also involves the participation of other foundations.