

terhadap *employee performance*. Pada pengujian mediasi, diketahui bahwa OCBI tidak mampu memediasi pengaruh *organizational justice* terhadap *employee performance*. Adapun OCBO mampu memediasi pengaruh *organizational justice* terhadap *employee performance*

5.2. Keterbatasan Penelitian dan Penelitian Masa Depan

Terdapat beberapa keterbatasan dalam penelitian ini yang dapat dilanjutkan untuk penelitian masa depan, adalah sebagai berikut:

1. Instrumen yang digunakan pada penelitian ini adalah kuesioner. Sehingga terdapat kemungkinan kesalahan persepsi responden dari pertanyaan kuesioner. Sehingga disarankan pada penelitian selanjutnya dapat menggunakan instrumen lain seperti wawancara untuk mendapatkan opini karyawan secara lebih mendalam
2. Pengumpulan data dilakukan pada waktu yang bertepatan dengan adanya penyesuaian target kinerja tahunan, sehingga sebagian pegawai sedang dalam tekanan pekerjaan yang tinggi. Kondisi ini dapat memengaruhi konsentrasi dan kedalaman jawaban responden dalam kuesioner
3. Data mengenai perilaku OCBI dan OCBO diperoleh terutama dari perspektif pegawai, sementara perspektif manajerial atau pimpinan belum digali secara mendalam, sehingga potensi adanya perbedaan persepsi antara manajemen dan pegawai belum terungkap secara menyeluruh

5.3. Implikasi Manajerial

Berikut adalah beberapa implikasi manajerial dari hasil penelitian

1. Manajemen perlu memastikan bahwa aspek keadilan prosedural, keadilan distribusi, dan keadilan interpersonal diterapkan secara konsisten. Kebijakan seperti transparansi dalam pembagian beban kerja, kejelasan kriteria penilaian kinerja, serta komunikasi yang menghargai dan menghormati pegawai akan memperkuat OCB
2. Manajemen dapat mengarahkan program budaya kerja untuk menumbuhkan perilaku OCBO seperti kedisiplinan, partisipasi sukarela dalam kegiatan organisasi, serta sikap menerima perubahan dengan positif. Hal ini dapat dilakukan melalui penguatan role model dari para atasan, pemberian ruang partisipasi pegawai dalam perbaikan internal, dan penghargaan khusus bagi pegawai dengan kontribusi OCBO tinggi
3. BPJS Ketenagakerjaan Cabang Yogyakarta dapat mengembangkan sistem penilaian kinerja yang menilai dan mendorong perilaku OCBO secara lebih eksplisit. Indikator seperti partisipasi aktif dalam program unit kerja, kepatuhan prosedural tanpa pengawasan, kesediaan membantu organisasi saat situasi mendesak, serta kontribusi terhadap penciptaan lingkungan kerja yang kondusif dapat dimasukkan dalam penilaian

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