

ABSTRACT

The purpose of this research is to test the influences of justice perception and job satisfaction toward organizational commitment and its affect to improvement of organizational citizenship behavior. The usage of these variables, For instance Tang and Sarsfield Baldwin, (1996); Clungston, (2000); Kuehn and Busaidi, (2002); Chen, (2004) dan Dongoran, (2006) discovered the direct affect justice perception and job satisfaction toward organizational commitment and the affect organizational commitment toward improvement of organizational citizenship behavior. The usage of these variables is able to solve the arising problem within PNS Kecamatan dan Kelurahan se kota Salatiga.

The samples of this research consisted of a hundred and thirty six employee's on PNS Kecamatan dan Kelurahan se kota Salatiga. Structural Equation Modeling (SEM) was run by an AMOS software for data analysis. The result of the analysis showed that justice perception contributes an positive influence, which is significant to organizational commitment; job satisfaction contributes an positive influence, which is significant to organizational commitment and organizational commitment contributes an positive influence, which is significant to organizational citizenship behavior.

The effect of justice perception on organizational commitment is 0,30; The effect of job satisfaction on organizational commitment is 0,24; The effect of justice perception on organizational citizenship behavior is 0,22; The effect of job satisfaction on organizational citizenship behavior is 0,27; and The effect of organizational commitment on organizational citizenship behavior is 0,24. This empirical discovery indicated that in order to raise the standards of a organizational commitment, because the lower of organizational citizenship behavior, management should focus on factors such as: justice perception and job satisfaction, because leverage organizational commitment depend on it. Theoretical implications and suggestions for future research have been elaborated at the end of this study.

Keywords: justice perception, job satisfaction, organizational commitment, and organizational citizenship behavior