

## **The Effect of Job Satisfaction and Organizational Justice on Organizational Citizenship Behavior with Organization Commitment as the Moderator**

**Dr. Andala Rama Putra Barusman**

**Dr. Fauzi Mihdar**

Faculty of Economics and Business  
University of Bandar Lampung  
Jl. Z.A. Pagar Alam no.26  
Bandar Lampung  
Indonesia 35142

### **Abstract**

*This study was conducted to determine the influence of job satisfaction and organizational justice on officer's organizational citizenship behavior at Regional Office of the Directorate General of Taxes (DGT) of Bengkulu and Lampung with organizational commitment as moderator. The study sample of 158 officers was taken by simple random sampling technique. The research data were obtained by using scale methods and were analyzed by Structural Equation Modeling (SEM). The research results showed that the empirical models influence job satisfaction and organizational justice on organizational citizenship behavior (OCB) with the organizational commitment as moderator which fitted with the theoretical model. Job satisfaction directly had impact on organizational citizenship behavior, organizational justice had a direct impact on organizational citizenship behavior, organizational commitment had a direct impact on organizational citizenship behavior, job satisfaction had impact on organizational citizenship behavior through organizational commitment as a moderator, and organizational justice did not have impact on organizational citizenship behavior through organizational commitment as moderator.*

**Keywords:** Job satisfaction, Organizational justice, Organizational citizenship behavior, Organizational Commitment

### ***1. Introduction***

Economic development in the country of Indonesia could run faster if the available budget is sufficient to fund the the budget. Therefore, in order to meet the needs of the budget, state revenues from various sectors has been continue to be optimized over time. One of the revenue of the main pillars of state revenue is taxes. It is marked by the contribution of taxes to the State Budget which tends to increase every year. In the year of 2000, tax contribution to the state budget was 44.9% and increased in the year of 2001 to 52.2% and 58.5% in the year of 2002 (Nasucha, 2004). In the year of 2008, the proportion of income tax revenue to the state revenue has reached 65% and in the year of 2009 has increased to 71%. Along with the development of the country, the budget needed from the tax revenue target also has raised. In the year of 2010, tax revenue target was IDR 661.498 trillion (www.detikfinance.com), an increase from the previous year which is only IDR 650.29 trillion. In the year of 2011 tax revenue was targeted to reach IDR 839.9 trillion. Furthermore, in the year of 2014, the government tax revenue targeted was IDR 1,200 trillion (www.okezone.com).

Because the tax revenue is the backbone of the country for funding the economy, the Directorate General of Taxation (DGT) as a government institution that has the task to collect taxes from the public, requires to work hard in order to realize the targets revenue that have been set. Recognizing the crucial role for the development of the nation, then one of the steps taken by the DGT to improve its performance is to modernize the tax by improving the tax system. However, in reality it shows that the performance of DGT in general has not been optimal yet. The indications are, among others; it seems no realization of the tax revenue target set by the government.

DGT performance wasn't optimized because the performance of tax officials wasn't maximized. In the context of the organization, this problem is caused by the behavior of employees who do not support the organization. Behaviors that do not support the role of the organization are antagonist with extra behavior that tax officials has done to improve their performance. Extra role behavior in organization is called Organizational Citizenship Behavior (OCB), as proposed by Alotaibi (2001). OCB is an employee's willingness to act outside of its role for the progress of his organization. OCB, which is also called pro-social behavior, according to Mayfield & Taber (2010), is a vital component for the survival and effectiveness of the organization because the behavior shown, among others, seeks to protect the organization, makes improvements, trains his/her self as an additional responsibility to the organization and creating a positive climate that supports the organization. The pro-social employee behaviors are clearly needed so that the organization can grow and develop properly.

The presence of OCB in the organization is dynamic and volatile. In certain conditions, it can increase and at other times the condition can be dropped. It may happen because OCB condition depends on other factors that influence of it. It's been proved theoretically and empirically that to affect OCB, the organization needs job satisfaction, organizational justice and organizational commitment. From those three factors, the organizational commitment may be as a moderator of influence of OCB. This could be occurred because OCB requires or is affected by organizational commitment. A research conducted by Jahangir *et al.*, (2006) shows that organizational commitment significantly affects OCB. This means that without the support and encouragement of organizational commitment, OCB is difficult to be played by the employees. Based on background research that has been described above, this study will analyze the influences of job satisfaction and organizational justice on OCB, moderated by organizational commitment of employees in the Office of the Directorate General of Taxation (DGT) in Bengkulu and Lampung.

Based on the background above, the research question can be formulated as follows:

1. Is a theoretical model of the effect of job satisfaction and organizational justice on organizational citizenship behavior moderated by organizational commitment fit with the empirical data?
2. Does the job satisfaction take effect on organizational citizenship behavior?
3. Does organizational justice affect the organizational citizenship behavior?
4. Does organizational commitment affect the organizational citizenship behavior?
5. Does job satisfaction influence on organizational citizenship behavior with organizational commitment as a moderator?
6. Does the organization affect the fairness of organizational citizenship behavior with organizational commitment as a moderator?

## **2. Framework Theory and Hypotheses Development**

### **2.1. Organizational Citizenship Behavior (OCB)**

Schultz & Schultz (2006) explains that the OCB is doing continuous efforts and working more than the minimum required standards. OCB behavior is indicated in the form of taking additional tasks, volunteering to help the work of others, developing profession, obeying the rules of the organization even when no one is looking, advancing and protecting the organization, keeping a positive attitude and having a tolerance for discomfort in the workplace.

Foot & Tang (2008) defines OCB as behavior based on volunteers that cannot be imposed on the boundaries of the work and is not officially receive the award but is able to contribute to the development of productivity and organizational effectiveness. According to Foot & Tang (2008), the behavior encourages social machinery of the organization, provides the flexibility needed to work through a lot of parts and assists employees in the organization to cope with the condition of interdependence with one another.

According to Tschannen-Moran (2003) OCB is implemented in aspects, namely:

- a. *Altruism*; the nature of altruism, such as giving help to the new fellow workers, and make time for others is shown directly on other individuals, but contributes to the efficiency improvement based on individual performance
- b. *Conscientiousness*; the nature of prudence, such as the efficiency of using time, high attendance rate that will contributing to better efficiency based on individual or group.
- c. *Sportsmanship*; mutually supportive and positive nature, such as avoiding petty complaints and complaints is to maximize the total amount of time used in the constructive efforts in the organization.
- d. *Courtesy*; a polite and obedient nature, as through warning letters, or prior notice, and forward the information at the right time that will help preventing problems and maximizing the use of time.
- e. *Civic virtue*; a wise nature or good membership, as serving a committee or committees, performing functions though not obliged to help, giving a good impression for the organization and providing the necessary services for the organization.

## 2.2. Organizational Commitment

Newstrom (2007) stated that organizational commitment is a level or degree of self-identification with the organization and the employee wishes to continue an active participation in the organization. Luthans (2008) imposes limits organizational commitment as a strong desire to remain a member of the organization; a desire to demonstrate a high degree of effort on behalf of the organization; and a strong belief in accepting the values and objectives of the organization. As for Slocum & Hellriegel (2007), organizational commitment is the strength of employee involvement in identifying himself into the organization.

Luthans (2008) identifies three aspects of organizational commitment. Firstly, affective commitment comes from the emotional attachment from employees to the organization. Thus, employees with strong affective commitment will identify with actively involved in the organization and enjoys membership in the organization. Secondly, normative commitment associated with feelings of employees towards the need to stay afloat in the organization. Therefore, employees who have high normative commitment will stay in an organization because they are supposed to do that (ought to). Thirdly, rational commitments relating to commitment based on the perceptions of employees for losses will be obtained if he does not continue his job in the organization. Therefore, employees who have a strong rational commitment will stay in an organization because they do require (need to).

## 2.3. Job Satisfaction

According to Schultz & Schultz (2006), job satisfaction is a feeling and positive and negative attitudes about the job. Meanwhile Boles *et al.*, (2007) explains that job satisfaction is the attitude of the individual associated with the work. Nelson & Quick (2006) defines job satisfaction as a positive emotional state or fun that emerged from the assessment work or work experience.

According to Luthans (2008), there are three aspects that are generally accepted for job satisfaction. Firstly, job satisfaction is an emotional reaction to the work situation. Secondly, job satisfaction is often determined by how the results can meet or exceed expectations. Thirdly, job satisfaction represents several related attitudes. All three of these aspects can be divided into five aspects of job satisfaction, namely: work itself, pay, promotion opportunities, supervision and partners. Nelson & Quick (2006) also supports this by stating that job satisfaction is a general attitude and satisfaction with five aspects as a special work: wages, job itself, promotion opportunities, supervision and partners. On the other hand, Spector (1997) identifies nine elements of job satisfaction, namely: (a) wages; satisfaction with salary and wage increases; (b) promotion; satisfaction with promotion opportunities; (c) supervision; satisfaction with the strict supervision of a person; (d) external benefits; satisfaction with fringe benefits; (e) in exchange unit; satisfaction with rewards (not always money) given for good work; (f) working conditions; satisfaction with the rules and procedures; (g) partners; satisfaction with partners; (h) the nature of the work; satisfaction with the type of work performed; (i) communication; satisfaction with communication within the organization

## 2.4. Organizational justice

According to Greenberg & Baron (2003), organizational justice is a person's perception of justice in the organization, which includes perceptions of how decisions are made with regard to the distribution of results and fairness perceptions on the output itself. For Schultz and Schultz (2006), organizational justice is how employees feel fairly treated by the company itself. Muchinsky (2000) imposes limits organizational justice as the fair treatment of a person in the organization. Meanwhile, Ivancevic *et al.*, (2005) defines organizational justice as to what extent individuals feel treated fairly in the workplace.

Gordon (1993) proposes seven dimensions of organizational fairness / justice, namely: regulatory payroll, payroll administration; workplace; salary levels; administration rules, division of labor; degree of freedom and space. Meanwhile, according to Wat & Shaffer (2005), organizational justice construction includes three dimensions, namely distributive justice, procedural justice and interactional justice. Aamodt (2007) also mentions the same thing that has three forms of organizational justice. First, distributive justice; justice is felt on the actual decisions made by the organization. Second, procedural justice; the perceived fairness on the method used to arrive at a decision. Third, interactional justice; the perceived fairness of interpersonal treatment received.

## 2.5. Relevant Research and Research Model

Gunlu *et al.*, (2009) conducted a study on the effect of job satisfaction on organizational commitment. His research took subject managers in Turkey using regression analysis. To measure organizational commitment they use a three-dimensional commitment of Meyer and Allen's, namely normative commitment, affective and rational. Job satisfaction uses a scale of Minnesota Satisfaction Questionnaire (MSQ) which includes three dimensions, namely intrinsic, extrinsic and general reinforcement. Research results showed that job satisfaction has a significant relationship with normative commitment and affective. Research conducted by Lam & Zang (2003) by taking a subject of research employees at the fast-food industry in Hong Kong also indicates that factors such as job characteristics, job satisfaction, training and development, compensation and justice has a significant relationship with organizational commitment of employees.

Research on the effect of job satisfaction on OCB was performed by Foote & Tang (2008). His research took the subject of international companies manufacturers' employees in the field of planning, which took place in urban Pennsylvania, rural Kentucky and coastal Mississippi. The samples were taken as 242 people. Research results indicate that there is a significant relationship between OCB and job satisfaction. The relationship of job satisfaction with OCB is also mediated by team commitment. The similar topic of research conducted by Gonzalez & Garazo (2005) had examined the employee at the Hotel Galicia, Spain. The results also showed that job satisfaction has a significant relationship with OCB. Another similar result were also shown in the study of Chiu & Chen (2005), who examined the employee in the administrative machinery and electronics companies. The result proved that intrinsic job satisfaction has a significant relationship with OCB.

Research on the relationship between organizational justices with organizational commitment behavior is partly conducted by Leow & Khong (2009), by taking the research subjects of junior auditors with experience between 1 to 3 years in auditing organization in Penang, Selangor. Research results among others concluded that distributive justice, procedural justice, and interactional justice have a significant relationship with affective commitment and normative commitment. Research conducted by Olkkonen & Lipponen (2006) also proved that distributive justice, procedural justice, and interactional justice have a relationship with the identification of the organization that is one of the indicators of organizational commitment. Similarly, the study conducted by Hassan (2002) also proved that justice organization viewed by the dimensions of procedural justice and distributive justice has a significant relationship with organizational commitment.

Another research on the relationship between organizational justice and organizational commitment was conducted by Moorman *et al.*, (1993). The research takes on the subject of the employees and managers of national cable television company, involving 1500 employees and 230 managers. To measure organizational justice, procedural justice is used, whereas organizational commitment uses the commitment component of Meyer and Allen's, normative commitment, affective, and continuation. Research results showed that procedural justice has a significant relationship with affective commitment and continuity of commitment. In addition, research conducted by Desivilya *et al.*, (2006) explained that interactional justice as one dimension of organizational justice has a significant relationship with OCB.

Research on the relationship between organizational commitment and OCB carried out by Jahangir *et al.*, (2006). The research took a mid-level employee subject to the private commercial banks in Bangladesh which totaled 195 respondents. Research results proved that organizational commitment significantly affect OCB. The results also supported the research by Feather & Rauter (2004) where the research included showing that organizational commitment has a relationship with OCB.

Based on these studies, a theoretical model of the study can be constructed and presented in figure 1.

## 2.6. Research Hypotheses

The theoretical model which consists of the variables of job satisfaction and organization justice with the moderator of organization commitment can be used to predict and explain the Organizational Citizenship Behavior (OCB). Based on the model above, the research hypotheses are as follows:

- H1 : The theoretical model consists of a variable job satisfaction and organizational justice with organizational commitment as a moderator can be used to predict and explain the *organizational citizenship behavior* variables.
- H2 : There is the influence of job satisfaction on *organizational citizenship behavior*.
- H3 : There is the influence of organizational justice on *organizational citizenship behavior*.
- H4 : There is the influence of organizational commitment on *organizational citizenship behavior*.
- H5 : There is the influence of job satisfaction on *organizational citizenship behavior* moderated by organizational commitment.
- H6 : There is the influence of organizational justice on *organizational citizenship behavior* moderated by organizational commitment.

## 3. Methodology

The subjects were employees of the Regional Office of DGT in Bengkulu and Lampung, amounting to 621 people, while the sample under the provisions of table Bartlett, Kotrlik & Higgins (2001) at the  $\alpha = 0,01$  is 158 people. Sampling was done by simple random sampling technique. The data was collected using the method of scale, which contains statements with alternative answers that have been available. Scale before used first tested for validity and reliability. Data were analyzed using Structural Equation Modeling approach (SEM) or Structural Equation Modeling with LISREL processed.

## 4. Results and Discussion

The results of data processing by using LISREL presented to path coefficients and t test are described in figure 2 and figure 3.

### 4. 1. Hypothesis 1 (Testing of the Model Fit)

The indexes to test the fit of the model are given in table 1. From 8 indexes there are two categorized not fit ( $\chi^2$ ) and AGFI), one categorized marginal fit (GFI), and five categorized good fit indices (NFI, NNFI, CFI, IFI, and RFI), so it can be concluded that the empirical model of the effect of job satisfaction and organizational justice on organizational citizenship behavior with organizational commitment as a moderator are fit with theoretical models.

### 4. 2. Hypothesis 2 (The Effect of Job Satisfaction on OCB)

Path coefficients directly influence job satisfaction on OCB ( $\gamma_{21}$ ) = 0, 40. Positive path coefficients obtained, thus indicating that the effect is directly proportional. That is, high job satisfaction will increase OCB. The t-test values were obtained at 2.94, while the value of t-table with  $df = 156$  is 1.96. The value of t count > t-table, so that the hypothesis is accepted, which means that job satisfaction directly influence OCB.

#### 4. 3. Hypothesis 3 (The Effect of Organizational Justice on OCB)

Path coefficients directly influence organizational justice on OCB ( $\gamma_{22}$ ) = 0.31. Positive path coefficient describes the influence of which is directly proportional, so that perceived organizational justice will increase OCB. The t-test values obtained at 2.98 while the value of t-table with df = 156 is 1.96. The value is t count > t-table, so that the hypothesis is accepted. It means that there is a direct effect of organizational justice on OCB.

#### 4. 4. Hypothesis 4 (The effect of Organizational Commitment on OCB)

Path coefficients directly influence organizational commitment on OCB ( $\beta_{21}$ ) = 0.33. Positive path coefficient indicates the direction of influence or directly proportional, so that high organizational commitment will increase OCB. The t-test values obtained at 3.02, while the value of t-table with df = 156 is 1.96. The value is t count > t-table, so that the hypothesis is accepted. It means that there is a direct effect of organizational commitment on OCB.

#### 4. 5. Hypothesis 5 (The Effect of job Satisfaction on OCB through Organization Commitment)

Path coefficient effect of job satisfaction on OCB through organizational commitment is ( $\gamma_{21.1}$ ) = 0.22. Positive path coefficients obtained, thus indicating that the effect is directly proportional. That is, high job satisfaction will increase further the organization's commitment to the growing impact of OCB. The t-test values obtained at 2.65 while the value of t-table with df = 156 is 1.96. The value is t count > t-table, so that the hypothesis is accepted. It means that organizational commitment moderates the effect of job satisfaction on OCB.

#### 4. 6. Hypothesis 6 (The Effect of Organizational Justice on OCB through Organization Commitment)

Path coefficients influence of organizational justice on OCB through organizational commitment ( $\gamma_{22.1}$ ) obtained was 0.08. Path coefficients significant positive influence is directly proportional, so that both perceived organizational justice will increase which in turn affects the organization's commitment to increased OCB. The t-test values obtained at 1.63, while the value of t-table with df = 156 is 1.96. T-count value < t-table, so the hypothesis is rejected. It means that organizational commitment does not moderate the effect of organizational justice on OCB.

### 5. Conclusion

From the result of the data analyzed, it can be concluded that:

1. The results of testing the accuracy of the model showed that most indices are relatively *good fit*. It indicates that the empirical model of the effect of job satisfaction and organizational justice on OCB moderated by organizational commitment are fit with theoretical models.
2. Job satisfaction directly influences OCB. These results indicate that if job satisfaction is high, it will be followed by a high OCB.
3. Justice organization directly influences OCB. These results indicated that both perceived organizational justice will be followed by increased OCB.
4. Organizational commitment directly influences OCB. These findings suggest that high organizational commitment will be followed by increased OCB.
5. Affect job satisfaction on OCB through organizational commitment as a moderator. These results indicate that high job satisfaction will increase further the organization's commitment to the growing impact of OCB.
6. Justice organization has no effect on OCB through organizational commitment as a moderator. This finding meant that the existence of organizational commitment does not strengthen the influence of organizational justice on OCB.

### 6. Implications

Based on the research results obtained some important things that can be used as a contribution to the theory that hopefully can be useful for the development of the study and also the practical steps that can be used by DGT in Bengkulu and Lampung. Those contribution and implications are:

- a. Theoretically, the theoretical model tested in this study is a model of a combination of several previous studies that are fit, so it can be used as reference models valid in developing employee organizational citizenship behavior. In addition, further research needs to be done to extend the model by adding other factors and involve a greater number of samples so as to expand the area of generalization.
- b. Practically, Regional Office of the DGT in Bengkulu and Lampung in developing employees' OCB can take satisfaction strategy development and justice organizations work through the indicators. In addition, the management of the office in Bengkulu and Lampung need to realize that job satisfaction and organizational justice is important to note in order to improve organizational commitment of employees which in turn can contribute positively to OCB, so it is necessary to take concrete steps to pursue the achievement of the aspects of satisfaction and justice organization working adequately. At the same time, commitment to employee organizations also need to be maintained and improved internally by employees through self-realization sincerely in working based on a realistic view that the organization is a place to make a living so that its existence should be maintained and developed continuously, sustainably and externally by the organization by providing more adequate facilities to meet the needs, desires, and expectations of employees that has not been met, related to the needs of primary, secondary, and tertiary.

### **References**

- Aamodt, M. G. (2007). *Industrial/Organizational Psychology: An Applied Approach*. Belmont, CA: Thomson Learning, Inc.
- Alotaibi, A. G. (2001). Antecedents of OCB: A Study of Public Personnel in Kuwait. *Public Personnel Management*. Vol. 30, No. 3.
- Arif Hassan. (2002). Organizational Justice as A Determinant of Organizational Commitment and Intention to Leave. *Asian Academy of Management Journal*. Vol. 7, No. 2, 55–66.
- Boles, J., Madupalli, R., Rutherford, B., and Wood, J. A. (2007). The Relationship of Facets of Salesperson Job Satisfaction with Affective Organizational Commitment. *Journal of Business & Industrial Marketing*, 22/5, 311–321.
- Chaizi Nasucha. (2004). *Reformasi Administrasi Publik: Teori dan Praktik*. Jakarta: Grasindo.
- Chiu, S. and Chen, H. (2005). Relationship between Job Characteristics and Organizational Citizenship Behavior: The Meditational Role of Job Satisfaction. *Social Behavior and Personality*; 33, 6; ProQuest Science Journals. pg. 523.
- Desivilya, H. S., Sabag, Y., and Ashton, E. (2006). Prosocial Tendencies in Organizations: The role of Attachment styles and Organizational Justice in Shaping Organizational Citizenship Behavior, *International Journal of Organizational Analysis*, Vol. 14 No. 1, 22-42.
- Feather, N. T. and Rauter, K. A. (2004). Organizational Citizenship Behaviours in Relation to Job Status, Job Insecurity, Organizational Commitment and Identification, Job Satisfaction and Work Values. *Journal of Occupational and Organizational Psychology*. 77, ABI/INFORM Global.
- Foote, D. A. and Tang, T. L. (2008). Job Satisfaction and Organizational Citizenship Behavior (OCB) Does Team Commitment Make A Difference in Self-Directed Teams? *Management Decision*, Vol. 46 No. 6, 933-947.
- González, J. V., and Garazo, T. G. (2006). Structural Relationships between Organizational Service Orientation, Contact Employee Job Satisfaction, Citizenship Behavior. *International Journal of Service Industry Management*. 17, 1; ABI/INFORM Global.
- Gordon, J. R. (1993). *A Diagnostic Approach to Organizational Behavior*, Fourth Edition, Allyn & Bacon, A Division of Simon & Schuster, Inc., Needham Heights, MA 02194.
- Greenberg, J., and Baron, R. A. (2003), *Behavior in Organization*. 7<sup>th</sup> Edition. Upper Saddle River. New Jersey: Prentice Hall, Inc.
- Gunlu, E., Mehmet A., and Percin, N. S. (2010). Job Satisfaction and Organizational Commitment of Hotel Managers in Turkey. *International Journal of Contemporary Hospitality Management*. Vol. 22 No. 5, 693-717
- Ivancevic, J. M., Konopaske, R. & Matteson, M.T. (2005). *Organizational Behavior and Management*. New York: McGraw-Hill Company.
- Jahangir, N., Akbar, M., and Begum, N. (2006). The Role of Social Power, Procedural Justice, Organizational Commitment, and Job Satisfaction to Engender Organizational Citizenship Behavior. *ABAC Journal*. Vol. 26, No. 3 September , 21- 36.
- Lam, T. and Zhang, H. Q. (2003). Job Satisfaction and Organizational Commitment in the Hong Kong Fast Food Industry. *International Journal of Contemporary Hospitality Management*. Vol. 15 No. 4, 2003, 214-220.
- Leow, K. L., and Khong, K. W. (2009). Organizational Commitment: The Study of Organizational Justice and Leader Member Exchange (LMX) among Auditors in Malaysia. *International Journal of Business and Information*. Volume 4, Number 2, 161-198.
- Luthans, F. (2008). *Organizational Behavior*. Boston: McGraw-Hill.



Mayfield, Clifton O. and Taber, T. D. (2010). A prosocial self-concept approach to understanding organizational citizenship behavior. *Journal of Managerial Psychology*, Vol. 25 No. 7, 2010, 741-763.

Moorman, R. H., Niehoff, B. P., and Organ, D. W. (1993). Testing employee fairly and organizational citizenship behavior: sorting the effects of job satisfaction, organizational commitment, and procedural justice.

Muchinsky, P. M. (2000). *Psychology applied to work*. Belmont CA: Wadsworth Thomson Learning.

Nelson, D. L. and Quick, J. C. (2006). *Organizational Behavior: Foundations, Realities & Challenges*. Ohio: South-Western.

Newstrom, J. W. (2007). *Organization Behavior: Human Behavior at Work*. Boston: McGraw Hill.

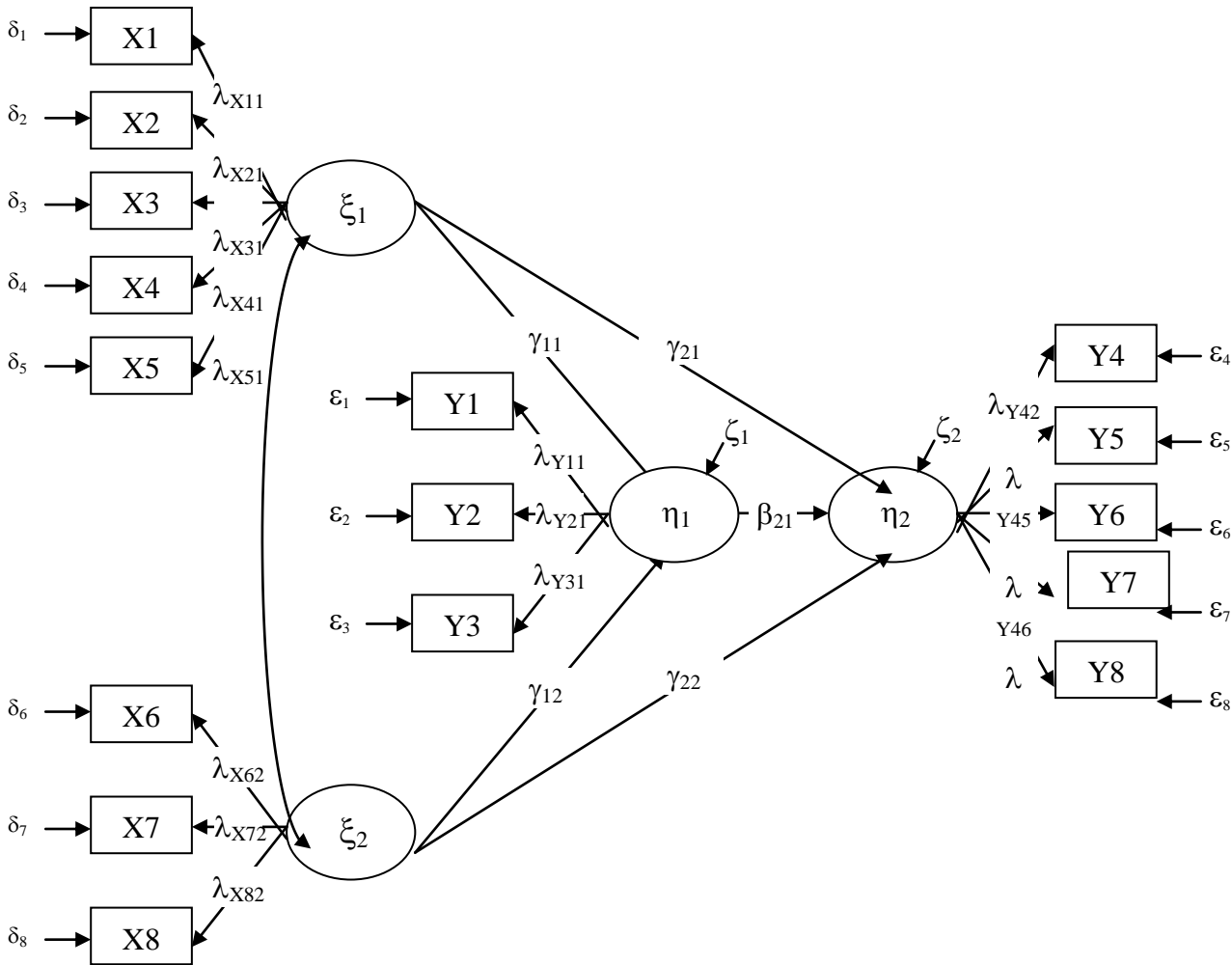
Olkkonen, M., and Lipponen, J. (2006). Relationships between Organizational Justice, Identification with Organization and Work Unit, and Group-Related Outcomes. *Organizational Behavior and Human Decision Processes*. 100, 202–215.

Schultz, D. and Schultz, S. E. (2006). *Psychology & Work Today*. New Jersey: Pearson Education Inc.

Slocum, J. W. and Hellriegel, D. (2007). *Fundamental of Organizational Behavior*. Australia: Thomson-South Western.

Spector, P. E. (1997). *Job Satisfaction*. California: SAGE Publishing.

Tschannen-Moran, M. (2003). Fostering Organizational Citizenship in Schools: Transformational Leadership and Trust. *Journal of Educational Administration*. Chapter 6, 1-36.



Note:  
 $\xi_1$  = Job Satisfaction  
 $\xi_2$  = Organization Justice  
 $\eta_1$  = Organization Commitment  
 $\eta_2$  = Organizational Citizenship Behavior

**Figure 1: Theoretical Model**



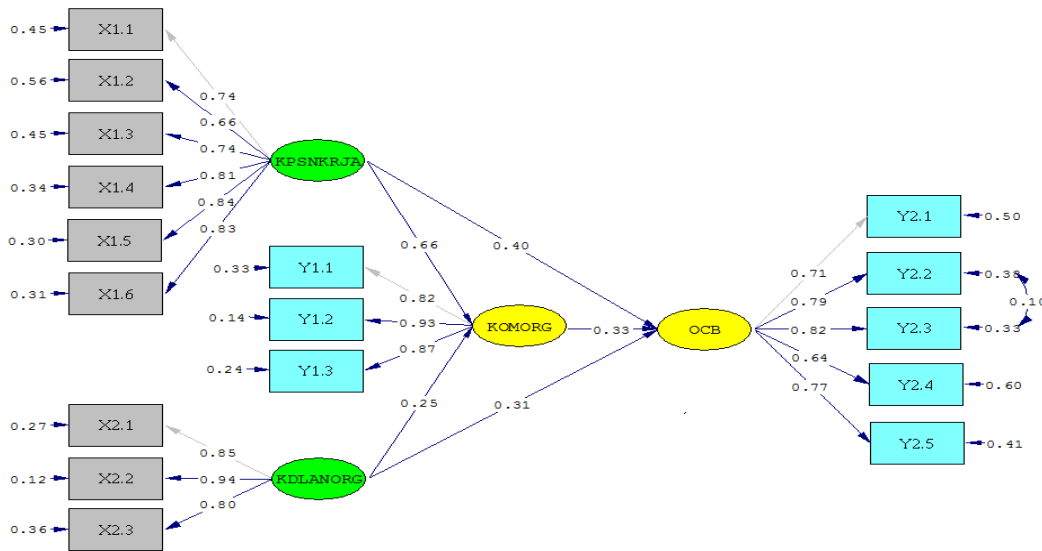


Figure 2: Path Coefficient

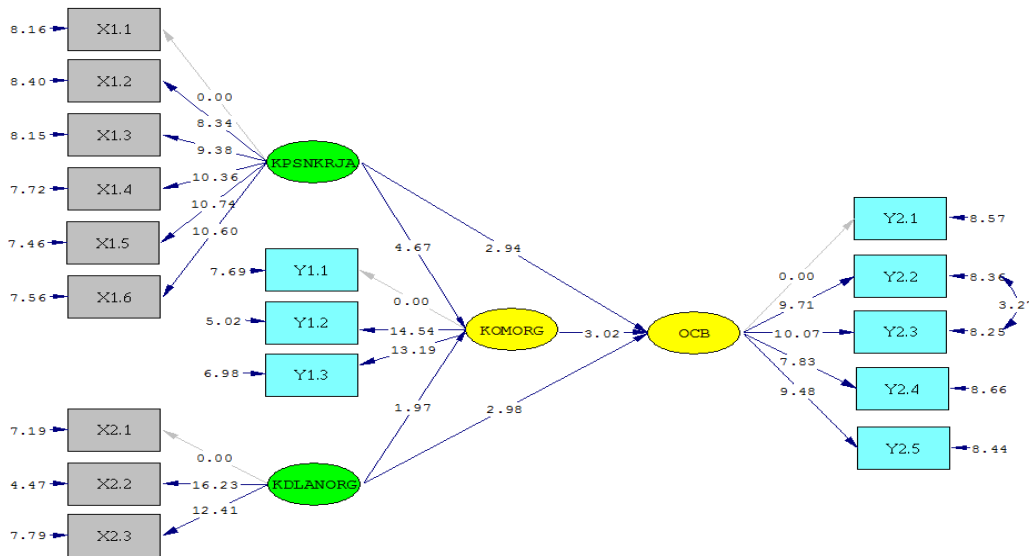


Figure 3: t-Test

Tabel 1. Testing of Model Fit

No	Indexes	Standard Value	Value	Conclusion
1	$P(\chi^2)$	> 0,05	0,00	Not Fit
2	GFI	> 0,90	0,84	Marginal Fit
3	AGFI	> 0,90	0,79	Not Fit
4	NFI	> 0,90	0,97	Good Fit
5	NNFI	> 0,90	0,98	Good Fit
6	CFI	> 0,90	0,98	Good Fit
7	IFI	> 0,90	0,98	Good Fit
8	RFI	> 0,90	0,98	Good Fit