

ABSTRACT OF THE THESIS

The Effects of Organizational Justice on Employees' Job Satisfaction: A Study of the Directorate General of Taxes of the Republic Of Indonesia

by

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This study aims to investigate the relationship between three dimensions of organizational justice (distributive justice, procedural justice, and interactional justice) and job satisfaction (intrinsic and extrinsic). Data was collected from the employees of the Directorate General of Taxes of the Republic of Indonesia. Total 192 samples were used in this study. Questionnaires were used to measure each variables in this study in order to evaluate the relationship between employees' perception of distributive justice, procedural justice, interactional justice, and job satisfaction. The results showed that each independent variables have positive and significant effect on overall job satisfaction, in which interactional justice had strongest effect on it. In particular, all three dimensions of organizational justice had positive and significant effect on employees' intrinsic job satisfaction, while employees' extrinsic job satisfaction were more affected by the perception of justice related to outcome distribution and interpersonal treatment. Additionally, this study also examines the relationship between demographic factors and job satisfaction. The results showed that office location and gender factors had positive and significant relationship with job satisfaction.

Keyword: *job satisfaction, organizational justice, distributive justice, procedural justice, interactional justice, Directorate General of Taxes of the Republic of Indonesia.*