



**A STUDY OF  
RELATIONSHIP BETWEEN ORGANIZATION JUSTICE AND  
ORGANIZATION CITIZENSHIP BEHAVIOUR AMONG  
NON- OFFICER WORKERS IN LOCAL GOVERNMENT**

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**BACHELOR OF BUSINESS ADMINISTRATION  
(HONS) HUMAN RESOURCE MANAGEMENT  
FACULTY OF BUSINESS MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA  
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**APRIL 2011**

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AHMAD SHAHIR BIN ABDULLAH

Submitted in Partial Fulfillment of the Requirement for the Bachelor of  
Business Administration (Hons) in Human Resource Management

FACULTY OF BUSINESS MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA  
MELAKA CITY CAMPUS

**2011**

## **DECLARATION OF ORIGINAL WORK**



**BACHELOR OF BUSINESS ADMINISTRATION (HONS) IN HUMAN  
RESOURCE MANAGEMENT  
FACULTY OF BUSINESS MANAGEMENT  
UNIVERSITI TEKNOLOGI MARA  
MELAKA CITY CAMPUS**

### **“DECLARATION OF ORIGINAL WORK”**

I, AHMAD SHAHIR BIN ABDULLAH, (I/C Number: 870305-52-6521)

Hereby, declare that,

- This work has not previously been accepted in substance for any degree, locally or overseas and is not being concurrently submitted for this degree or any other degrees
- This project paper is the results of my independent work and investigation, except where otherwise stated
- All verbatim extracts have been distinguished by quotations marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**LETTER OF TRANSMITTAL**

Date: APRIL 11, 2011

Ahmad Shahir Bin Abdullah (2009849254)

Faculty of Business Management,

University Technology MARA City Campus,

110 Off Jalan Hang Tuah, MELAKA.

April, 2011

The Project Advisor,

Encik Nordin bin Yahya,

Universiti Teknologi MARA, Melaka City Campus, Melaka

Dear Sir/Madam,

**SUBMISSION OF PROJECT PAPER (HRM 662)**

Attached is the project title “**A STUDY ON RELATIONSHIP BETWEEN ORGANIZATION JUSTICE AND ORGANIZATION CITIZENSHIP BEHAVIOUR AMONG NON- OFFICER WORKERS IN LOCAL GOVERNMENT**” to fulfil the requirement as needed by the Faculty of Business Management, University Technology MARA.

Thank you,

Yours sincerely,

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**AHMAD SHAHIR BIN ABDULLAH**

2009849254

Bachelor of Business Administration (Hons) in Human Resource Management

## ABSTRACT

Organization Citizenship Behavior plays an important role in determining the successfulness of an organization. Organizations around the world face similar business challenges such as the difficulty to manage the employee especially the non executive workers. If the employees are well-behaved, the level of fairness and motivation will be high and therefore, it will influence the organization's performance resulting in higher productivity and simultaneously bring into organizational successfulness. When looking at this problem area, we found that there might be actions that companies can use to cater to this problem in reducing the employee's deviant behavior. The past researcher shows that there have many factors that affect the organization citizenship behavior which one of it is organization justice. This study will focus on three factors that could affect employee's behavior which is distributive justice, procedural justice and interactional justice. If the employee are well behaved, the level of fairnaess and motivation will be high and therefore, it will influence the organization performance resulting in higher productivity in organization successful. About 120 respondents have been selected among 600 workers to interpret the result in this study. For measuring the three factors, quantitative method has been selected, using questionnaire that were determined through Likert Scale. Due to the finding that shows the positive result organization justice is factors that influence the organization citizenship behavior elements. Coefficient Correlation shows among three elements of Organization Justice is all above 0.30 means that it have significant but low in relationship toward organization citizenship behavior elements which is altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Several recommendations were given I this research such as instilling good behaviors within the organizations through great examples and leadership. Besides that, clear cut fairness, wellness and equal treatment towards employees may play a big role in increasing the performance level of the company. In future research can be done by test others elements that can influence OCB to indicate a high quality of performance and best productivity can be produce.