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**THE INFLUENCE OF DISTRIBUTIVE JUSTICE AND PROCEDURAL
JUSTICE ON JOB SATISFACTION AMONG WORKERS AT AQABA
CONTAINER TERMINAL, JORDAN**

By

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**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Partial Fulfillment of the Requirement for the
Master of Human Resource Management**

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Abstract

Human Resources Management (HRM) plays an important role in the performance and profitability of every organization. Similarly, the job satisfaction of employees is critical to the success of every organization. In the case of Aqaba Container Terminals in Jordan, many employees have been protesting their dissatisfaction on the issue of salaries and bonus payment. Therefore, this study examines the influence of distributive and procedural justice that lead to job satisfaction among workers of Aqaba Container Terminals in Jordan. Using survey questionnaires, data were collected from 200 workers of the Aqaba Container Terminals. The data were analyzed using both correlation and regression analysis. The findings of this study revealed that both distributive and procedural justice have significant influence on job satisfaction. The findings of this study theoretically contribute to explain factors that lead to employees' job satisfaction. The practical implications of this study are evident in providing HR managers, especially in the Aqaba Container Terminals the importance of distributive and procedural justice and the reason for employees' job satisfaction should be taken importantly.

Keywords: Organizational justice, distributive justice, procedural justice, job satisfaction.



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Abstrak

Pengurusan Sumber Manusia (HRM) memainkan peranan yang penting dalam menentukan prestasi dan keuntungan setiap organisasi. Kepuasan kerja pekerja juga amat penting dalam menentukan kejayaan mana-mana organisasi. Dalam kes Aqaba Container Terminal (*Terminal Kontena Aqaba*) di Jordan, kebanyakan pekerja menzahirkan rasa ketidakpuasan mereka terhadap hal gaji dan bayaran bonus. Oleh yang demikian, kajian ini menyelidik pengaruh keadilan teragih dan keadilan tatacara yang mempengaruhi kepuasan kerja para pekerja di Aqaba Container Terminal di Jordan. Data dikutip menerusi borang soal selidik yang diedarkan kepada 200 orang pekerja di Aqaba Container Terminal. Data dianalisis dengan menggunakan analisis korelasi dan analisis regresi. Dapatan memperlihatkan bahawa keadilan teragih dan keadilan tatacara mempengaruhi secara signifikan kepuasan kerja. Dapatan kajian ini secara teori menerangkan faktor yang memberikan kepuasan kerja para pekerja. Implikasi amali kajian ini jelas dan dapat mengetengahkan kepada para pengurus HR, khususnya di Aqaba Container Terminal, akan kepentingan keadilan teragih dan keadilan tatacara serta pentingnya penekanan diberikan kepada kepuasan kerja pekerja.

Kata kunci: Keadilan organisasi, keadilan teragih, keadilan tatacara, kepuasan kerja



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List of Abbreviations

HRM	Human Resource Management
HR	Human Resource
ACT	Aqaba Container Terminal
ASEZ	Aqaba Special Economic Zone
JDA	Joint Development Agreement
PPP	Public Private Partnership
CSR	Corporate Social Responsibility
UUM	Universiti Utara Malaysia
SPSS	Statistical Package for Social Sciences



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

This is the introductory chapter in this study. This includes the background of the study, problem statement, the research questions and objectives. The significance of the study is also presented in this chapter. The scope of the study, which summarizes the focus of the study as well as the methodology to be adopted are presented. This chapter ends with the organization of the thesis.

1.2 Background of the Study

Human Resources Management (HRM) is central to the performance and profitability of every organization (Ozer & Gunluk, 2010). The core essence of the HRM practice is to ensure employees' job satisfaction. Nevertheless, previous studies have affirmed that certain organizational factors, including distributive and procedural justice determine employees' satisfaction (Muliawan, et al., 2009). Silla et al. (2010) argued that distributive justice and procedural justice are determined by the perception of an employee on justice, fairness and lack of impartiality in the dealings of organizations with their employees.

Both distributive and procedural justices are surrogates of organizational justices. Organizational justice has been alluded to as the foundation of organizational basic

leadership process, whereby the organizational justice is directly or indirectly identified with worker job satisfaction, organizational citizenship, organizational leadership, consumer loyalty, organizational responsibility, trust, employee theft, part broadness, employee occupation execution, distance and pioneer part trade (Cohen-Charash & Spector, 2001). For example, Kim (2009) uncovered that organizational justice assumes an imperative part in the experience representative face in their working environment.

As indicated by the study, workers' observation towards organizational justice is that organizational justice impact reasonable and the mutual relationship amongst worker and the organization. In this manner, sensible and common relationships amongst employee and the organization would impact worker's job satisfaction. Another study reported that organization reasonableness propel worker execution and increases job satisfaction level (Colquitt, 2001). Besides, many studies likewise reasoned that organizational fairness impacts worker job satisfaction (Bakhshi et al., 2009; Malik & Naeem, 2011). It takes a significant extremely straightforward procedure to make judgments about decency.

Two (2) standards used to assess the justice of a choice, system or activity was introduced by Sheppard, Lewicki, and Minto (1992). The first amongst the two require an assessment of equalization, which involves the examination of a particular choice from a specific circumstance against another comparable choice from a comparable circumstance. In contrast equalization, one can analyze parity through the assessment of the result of or more individuals, against the value or essentialness of the information they both offer the firm. The second requires the assessment of the accuracy which requires entails the assessment of the rightness by which a choice, methodology or

action is taken or made, on the premise of the nature of the judgment which settles on a choice that appears to be right. Thus, judgment can be passed on the apparent equity of a choice that may be advantageous or hurtful to a person by assessing the balance and rightness of the activity, choice or technique.

Researchers in this realm of organizational justice separated the conceptualization of organizational justice, which addresses the substance of decency and the reasonableness of the result, involving what the result of the choices are referred as distributive justice. Similarly, procedural justice is the second term which is the emphasis on the fairness procedure or how the decision or move is being taken (Greenberg, 1990a). Various studies that have been conducted has highlighted the dissemination of prizes like pay and so on, resulting from equity theory (Greenberg, 1987b).

Given this, the issue of organizational justice is currently relevant to the job satisfaction workers at Aqaba Container Terminal (ACT), Jordan. Workers in Jordan have been protesting incessantly with serious industrial actions such as strikes and so on to protest their dissatisfaction with their pay in their organization. The issues of employee strikes have been persistent within the administration of ACT since 2013 to 2015. However, the management of ACT is still in oblivion on how to resolve the interest of their workers and to prevent the ongoing strikes by employees. This study sets out to empirically explore the role of organizational justices, specifically both distributive and procedural justice on job satisfaction of employees at ACT in Jordan. The following sector presents a brief introduction to ACT establishments.

1.2.1 Background of Aqaba Container Terminal.

The ACT is situated in the northern Red Sea in Jordan and it has been a major port for decades. The port is strategically located between three continents which are Africa, Asia and Europe and four countries, namely, Syria, Palestine, Saudi Arabia and Iraq. In the 1980s, the Aqaba port became the largest Red Sea port of the Suez (Egypt) and Jeddah (Saudi Arabia). However, in the late 1990s, the port began to lose its position as a commercial port due to the emergence of Beirut, Dubai, and Latakia ports.

Until present, ACT is still the only compartment port in Jordan, and it is the second busiest commercial port on the Red Sea. Furthermore, ACT has a reputation for skills and effectiveness; it is keen to speed, security, wellbeing and straightforwardness. ACT is filled with administration excellence with cutting edge terminal hardware, innovation, and offices, and gives customers a complete package to encourage their cargo operations. According to Kakish (2009), ACT has the customs of investigation base inside the terminal and a decent decision of trucking armada and clearing specialists.

The ACT had now developed from an inexperienced port into an experienced fundamental liner office. ACT is a critical part of the economic development of Jordan and it is the fundamental entryway for the business sector of Jordanian, and also an essential travel point for load moving between countries in the area. It is transforming into the primary choice for trade among Iraq and the rest of the world.

ACT is a joint venture between the Aqaba Development Corporation (ADC), APM terminals (one of the primary holder terminal administrators on the planet) and the Jordanian Government's focal advancement vehicle for the Aqaba Special Economic

Zone (ASEZ). APM Terminals in 2004 marked a Terminal Management Contract with ADC, and they take over the management and operations of the terminal. 25 years Joint Development Agreement (JDA) was later signed in 2006 between ADC and ACT after a 2-year fruitful administration contract with the same administrator. The contract represents the initial Public Private Partnership (PPP) activities that are propelled by ADC as among its program to reestablish and grow Aqaba port terminal and more extensive coordinations and transport framework inside the ASEZ. The coastline in Jordan is limited as its just extending 27 kilometers (KM) and involving just three nautical miles of regional water. The port of Aqaba handles more than 80% of foreign trade and holds a political and economic strategic position. ACT currently has an annual capacity of 1.5 million TEU following a 426 million quay expansion opened in 2013.

There are about 1000 employees at the ACT. APM terminal's standardized training programs are used at ACT because the terminal operation is a professional business. All employees, especially those on the operation side are placed on comprehensive training programs. The CEO (Jeppe Jensen) said that *"we are one of the biggest employers in the area. We have a high retention rate and we do well in our annual employee satisfaction surveys. On pay, we are in the upper quartile in the country, and that also makes us a good place to work"*.

The Corporate Social Responsibility (CSR) policy at ACT remains on three columns which are the environment, instruction, local community. The CEO demands that they concentrate on the Aqaba free zone. *(We aim to be a good corporate citizen and a responsible investor)* (Jenesn). The ACT experience their worst congestions in its history in the middle 2003 as the terminal derived at a stoppage. There were long

waiting and delays for ships at berth, likewise at the port, the vessels docking generally took care of mooring holding up time of 150 hours as it provoked a falling effect on the pay of nearby brokers and transporting lines, which were then constrained to utilize ports in more far off at Syria and Lebanon. The expanding expenses were impacting the Jordanian economy and hence changes were prescribed to acknowledge the change in the debilitated port framework.

Site Information:

Aqaba Container Terminal (ACT) information	
Specialties	Container Terminal Operations, Maritime Investments, Project
Website	http://www.act.com.jo
Company Size	1000 employees
Headquarters	King Hussein bin Talal Street, P.O. Box 1944 Aqaba, 77110 Aqaba, Jordan

Table 1.1: Aqaba Container Terminal (ACT) information

1.3 Problem Statement

Job satisfaction is a critical hazard to the development of an organization, especially if annihilating measures and control are not well prescribed and implemented (Chen, et al.,

2010). Subsequently, researchers have always provided empirical justification, recommendations and offer solutions that are possible expected to suppress the detriment of organizational development and performance. Moreover, the major concern for many organizations nowadays is the level of job satisfaction of their employees. This is because; low level of job satisfaction among workers poses serious detriments to the performance and development of corporate organizations.

Aside from that, personal environment and attitude are the main factors influencing job satisfaction (Sug-Ing, 2008). When determining how satisfied employees are with their jobs, there are numerous factors must be taken into consideration, and it is not always easy to determine which factor is most essential to each employee. For an instant, Sukriket (2014) considered fringe benefits, communication, the nature of the work, security, coworkers, recognition, organization's policies and procedures, personal growth, promotion, pay and supervisory as the key factors that could influence job satisfaction. Sreeplng (2012) meanwhile asserted when employees are not satisfied with their job, it is often caused by their perception of justice on how their organization is treating them.. Therefore, organizational justices are important factors in discussion employee satisfaction. However, in the case of ACT in Jordan, the media continue to report strikes by workers in protest of improvement in the financial benefits and equity offered to them by their organizations. However, serious empirical attention has not been paid to understand the reason for the lack satisfaction among ACT workers.

Studies have demonstrated that employees will be more satisfied with their job when they are being treated with fairness and optimum justice with regards to their compensations and salaries and the policies that are used in distributing rewards

(Choong, Edward & Tioh, 2010). The rewards consist of various benefits and perquisites aside from monetary gain. Employees that have high job satisfaction believe that the organization would believe in staying longer with their organization and would be motivated and dedicated to giving their all in discharging their responsibilities (Ishigaki, 2004). To meet customers' needs, satisfied employees will most likely perform beyond the call of duty and would be highly interested and committed to their work and job responsibilities. Therefore, it is imperative to examine, how both distributive justice and procedural justice are influencing the satisfaction of ACT workers.

This is especially so because job satisfaction has been practical and constant issues calling for serious solutions for the management of ACT, Jordan. The employees at ACT have repeatedly called for industrial actions and strikes in protest of their dissatisfactions with their workplace. Media reports, such as; Obeidat (2014) and Freij 2014 documented that, workers at ACT, Jordan is dissatisfied of their salaries among other issues. The consecutive strikes and clamoring among ACT employees are detrimental to the financial and non-financial performance of ACT, Jordan. Consequently, given the alarming level of consequences of these issues, this present study examines the relationships between organizational justice and job satisfaction among workers at ACT, Jordan.

1.4 Research Question

Based on the problems highlighted above, the following research questions are formulated:

1. Does procedural justice influence job satisfaction among workers at Aqaba Container Terminal, Jordan?
2. Does distributive justice influence job satisfaction among workers at Aqaba Container Terminal, Jordan?

1.5 Research Objective

The general objectives of this present study are to examine the influence of distributive and procedural justice on job satisfaction. The following are the specific research objectives.

1. To examine the influence of procedural justice on job satisfaction among Workers at Aqaba Container Terminal, Jordan.
2. To examine the influence of distributive justice on job satisfaction among Workers at Aqaba Container Terminal, Jordan.

1.6 Significance of the Study

Practically, this study will also provide valuable and timely insights in resolving the ongoing crisis in the ACT Jordan. With regards to the incessant industry actions staged by workers at the ACT in Jordan, this study signed by providing meaningful solutions to

HRM and the entire managements to forestall the alarming rate of dissatisfaction and rebellious activities among workers in the ACT in Jordan. The findings of this study provide insight into the management of ACT on how to deal with the current and incessant industrial challenges faced with their employees. The findings of this study, therefore notify the management on the importance of organizational justice.

1.7 Scope of the Study

The scope of this study is delimited to the general workers of the ACT in Jordan. Each selected employee of the ACT in the sample handed a copy of the survey questionnaire. The variables in this study were distributive justice, procedural justice, and job satisfaction. The strategy of inquiry in this study is a quantitative methodology with a survey questionnaire design. Participants of this study are selected and sampled from the ACT.

1.8 Definitions of Variables

This section presents the definitions of the key variables in this present study.

1.8.1 Job Satisfaction

Job satisfaction is defined as being as the employee attitudinal scale of contention in as regard their feelings, beliefs, behavior, and their disclosure to job and the job environment (Ahmed at al., 2011).

1.8.2 Procedural Justice

Procedural justice refers to the disposition of employee towards procedural and regulatory codes and terms of the organization. It can be explained as the strict procedural codes of the organizations that guide the employee character and ensure their civility in the organization (Yaghoubi *et al.*, 2012; Zu'bi, 2010), the fairness of the procedures used in allocating rewards.

1.8.3 Distributive Justice

This term refers to civility treatments that are rightful of rewards, but not equally leveled, which it's both of monetary rewards (i.e. Salary, monetary reward and bonus and non-monetary rewards) (Hom & Griffeth, 1995).

1.9 Organization of the Thesis Chapters

The other parts of the thesis are organized as follows: Chapter two discusses the theoretical concepts about the Further, it highlights the various approaches, theories, strategies and schools of thought related to distributive and procedural justice and job satisfaction. This is followed by a discussion on the relationship between distributive and procedural justice and job satisfaction in the same chapter.

Chapter three outlines the research framework, hypotheses development and elaborates the research methodology adopted in this study. The chapter also discusses the sample selection, data collection, study period, the measurement of variables, and techniques of

data analysis. Chapter four displays the descriptive statistics, and analysis of correlations, diagnostic tests, regression analysis, and sensitivity tests. Lastly, chapter five presents the general discussions of the research findings, the implications of the research findings and the conclusions that are deduced from the analysis conducted in the study. The chapter also presents recommendations which suggest possible areas for future researchers to delve into.

1.10 Summary of the Chapter

This chapter has provided the background and the problem statement of the study. It shows that workers' positive view of distributive and procedural justice can be estimated to be directly regarding with their job satisfaction. This study aims to examine the importance of distributive and procedural justice on job satisfaction among the workers of ACT, Jordan. The research questions and objectives that further attend to this are stated. The scope of this study also shows that the respondent of the study are the workers of ACT, Jordan. The study is further supported by the review of related literature in chapter 2.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter entails the review of a body of literature on job satisfaction and distributive and procedural justice. This chapter also presents the theoretical perspectives as well as the proposed theoretical perspectives with hypotheses. The chapter also entails the empirical studies and arguments that serve as the basis of hypotheses development.

2.2 Job Satisfaction

According to social and organizational researchers, job satisfaction is quickly procuring consideration and acknowledgment, presumably as a result of the never-ending developmental nature of the global environment, representing an actual test and boundary on satisfying an employee as was supported by Murtaza, Shad, and Malik (2011). It was likewise suggested by Brewer, Lim (2008) that job satisfaction is the essential establishments in which employees act and perform in the firm, adding to the fast developing attention the term has picked. Dormann and Zapf (2001) bolstered that the term has been utilized as a platitude to look at the employees' organizational behaviors and attitudes.

One can portray job satisfaction as the reflection and the institutionalization of the environment of a firm which comprises of; managerial skills, leadership style, career, and colleagues, to meet the individual desires of the workers. Herzberg (1968)

suggested that workers are more associated with their work positively with a receptive outlook, particularly when their firm shows them support with their needs. The Maslow theory of management defines human to be exorbitantly self-guided in their battles to achieve certain heights. This theory can be applied to the understandings that the fundamental aim of workers is to create and raise their way of life or survival, making it reasonable for workers to work for higher satisfaction regardless of what it takes.

The investigation of Siu, (2002) included that job satisfaction is an essential factor that influences the behaviors, view, and intention of a worker in a firm. Job satisfaction serves as an aid for employees to create an intention to leave a firm and understanding that intention, in that, it pushes workers to sustain turnover behaviors as was supported by Lucas, Atwood, and Hagaman (1993). As per other studies, they are directionally express as far as their hypothesis about the relationship between a high or low job satisfaction, and the aims to leave the firm.

Cropanzano, Rupp, and Byrne, (2003) included that social, trade theory advocates that one's relationship amongst employer and employee impacts work mentality and intention to leave. As a feature of the corresponding standard of Social Exchange Theory is to help the association achieve its targets (Rhoades et al. 2001). Meaning that, when workers believe that their association is worried about them and cares about their prosperity, they are liable to respond the association with positive attitude, for example, more elevated levels of job satisfaction and favorable work to react by endeavoring to satisfy their commitments to the association by turning out to be more engaged or lower intention to leave (Rhoades & Eisenberger, 2002; Eisenberger, et al., 1986). Both the correspondence standard of Social Exchange Theory (SET) and job satisfaction,

associate with the workers' attitude connection to the firm (Cole, Schaninger, & Harris, 2002).

From the viewpoint of social exchange theory (financial and social-emotional exchanges), makes certain intellectual and passionate association between the worker and the employer because of some outward and inborn factors. These exchanges work as the harbingers for cutting edge level of job attitude, for example, job satisfaction. At the point when the representative trade of economic and in addition, socio-emotional qualities with their managers, there is an upsurge in the level of goodness and prosperity for workers from a social contract and an upsurge in the job satisfaction level for workers (Jam, et al., 2012; Rhoades & Eisenberger, 2002). Subsequently, social exchange traded solid, sensible backing in an establishment of this intervention system of job satisfaction in this study.

2.3 Organizational Justice

There is no difficulty in finding studies and theory, literature on organizational justice. Exclusively discussion and considerations on the nexus that exist between organizational justice, industrial organizational psychology, HR and organizational behavior are packed with literature (Cropanzano & Greenberg, 1997). Research on organizational justice has been surfacing in social psychology for around 30 years and scores of studies have inspected the reason of organizational justice in various worldwide, for example, the psychological aspect, the administrative part etc.. (Blakely, Andrews & Moorman, 2005; Moorman, 1991).

Organizational justice has been alluded to as the foundation of organizational basic leadership process, whereby the organizational justice is directly or indirectly identified to worker job satisfaction, turnover, organizational citizenship, organizational leadership, consumer loyalty, organizational responsibility, trust, employee theft, part broadness, employee occupation execution, distance and pioneer part trade (Cohen-Charash & Spector, 2001). For example, Kim (2009) uncovered that organizational justice assumes an imperative part in the experience representative face in their working environment.

As indicated by the study, workers' observation towards organizational justice is that organizational justice impact reasonable and mutual relationship amongst worker and the organization. In this manner, reasonable and common relationships amongst employee and the organization would impact worker's job satisfaction. Another study reported that organizations reasonableness propel worker execution and increases job satisfaction level (Colquitt, 2001). Besides, a number of studies likewise reasoned that organizational fairness impacts worker job satisfaction (Bakhshi et al., 2009; Malik & Naem, 2011). It takes a significant extremely straightforward procedure to make judgments about decency.

Two (2) standards used to assess the justice of a choice, system or activity was introduced by Sheppard, Lewicki & Minto (1992). The first amongst the two require an assessment of equalization, which involves the examination of a specific choice from a specific circumstance against other comparable choice from a comparable circumstance. In contrast equalization, one can analyze parity through the assessment of the result of or more individuals, against the value or essentialness of the information they both offer

the firm. The second requires the assessment of the accuracy which requires entails the assessment of the rightness by which a choice, methodology or action is taken or made, on the premise of the nature of the judgment which settles on a choice that appear to be right. Thus, judgment can be passed on the apparent equity of a choice that may be advantageous or hurtful to a person by assessing the balance and rightness of the activity, choice or technique.

Two major issues have been the subject of consideration for organization justice, which are: How workers respond to the result they get, and the methods at which this result is transmitted, i.e., the strategy utilized as a part of giving out the result as was supported by Cropanzano & Greenberg, (1997). Researchers in this area of organizational justice separated the conceptualization of justice, which addresses the substance of decency and the reasonableness of the result, involving what the result of the choices are, named distributive justice. Procedural justice is the second term which is the emphasis on the fairness procedure or how the choice or move is being taken (Greenberg, 1990a). Various studies that have been conducted have highlighted the dissemination of prizes like pay and so on, resulting from equity theory (Greenberg, 1987b). In spite of the way that this distributive justice is a result arranged view, describe how workers react to the nature, level and appropriation of the rewards from the firm, it has not thought about the procedure or way through which the ends was built, offering ascend to the movement in consideration of distributive justice to procedural justice (Greenberg, 1990a). Procedural justice is not only the way by which distributive justice is accomplished. All alone, it is esteemed in the sense this it is used in deciding the strategy at which a specific result is inferred which can be more critical that the result itself as agreed by Folger &

Greenberg, (1985); Martin & Bennett, (1996); Folger & Martin, (1986) and Martin & Nagao, (1989).

Since there has been scientific establishment in the contrast between distributive justice and procedural justice, it is vital to also distinguish how these two kinds of equity (distributive and procedural justice) partner with the various organizational variables (Greenberg, 1990a). Various studies have been completed to inspect the predictive role of these two kinds of justice on the several results of the organization. The majority of the results in this study, exhibit these two types of justice as indicators of various attitudes (Greenberg, 1990a). For example, the investigation of McFarlin & Sweeney, (1992) presents distributive justice to be more significant on individual results, like, pay satisfaction and so on. Though, Folger & Konovsky, (1989) Lind and Tyler, (1988) McFarlin & Sweeney, (1992) displayed procedural justice to be the more significant attitude about foundations and authorities like trust in management, job satisfaction and organizational commitment. Both distributive justice and procedural justice impacts an individual's the impression of fairness, in spite of the possibility of variation in the individual's reaction, which comes down to the degree at which these individuals are worried with the results or procedures (Schminke, Ambrose, & Noel, 1997).

The investigation of Pare, Tremblay & Lalonde, (2001) was directed inside the Canadian terminal workers to discover the multidimensional arrangement of HR practices that can raise the likelihood of maintenance in the midst of the terminated workers. High inclusion administration was referred to from the investigation of Lawler's (1986), which proposes the impact competence development, empowerment, rewards and information sharing, has to work related practices and attitudes. Their

discoveries uncovered that acknowledgment from managers or supervisors is profoundly significant for these workers of the terminal and rewarding them with things like award ceremony, entertainment show ticket, vacations and so on generally expands route beyond money. It was additionally highlighted in the investigation of Pare et al., (2001) that two sorts of HRM practices are entirely sensitive to terminal worker, which include: Justice related issues (distributive justice and procedural justice), and competence development too. Justice related issues involved both sorts of justice; distributive justice (the reasonable prizes granted to representatives on the premise of the prize given to others taking into account measure of exertion they additionally put in is alluded; procedural justice) the reasonableness in the way or system by which pay and promotion are awarded.

Challenging and stimulating working environment where progressing opportunities are high, or they see that they are generously compensated (market and enterprise based pay), or the accessibility of the likelihood of a better pay elsewhere, influences numerous worker satisfaction with their workplace (Pare et al, 2001). Here, pay is being used as a reasonable reward, and the prioritization of skill advancement through challenging work, rethinks with a richer information the idea of "work, love, and money." A Meta - investigation that was led by Cohen-Charsh & Spector (2001) and Colquitt et al., (2001), uncovered that various measurements of organizational justice might have a different relationship with dependent variables like job satisfaction and along these lines be analyzed exclusively. Distributive justice has been the most as often as possible inspected determinant for job satisfaction in the midst of the measurements of organizational justice. Baroudi & Igbaria (1995), Igbaria & Chidambaram (1997),

Igbaria & Greenhaus (1992), opined that compensation, promotion ability and reward fairness (Ahuja et al., 2007; Moore, 2000) which are all attributes of distributional justice have been seen to have a significant influence on job satisfaction and organizational commitment.

The investigation of Pratoon & Cheangphaisarn, (2011) gathered a sample of 157 IT workers utilizing survey from Thailand's software development organizations. Their study discoveries uncovered organizational justice to be a critical predecessor to confide in the two leadership levels, which incorporates supervisors and association, together with three business related results which additionally incorporates an inventive objective commitment, in-role performance and organizational citizenship behaviors (OCBs). Perceptions of fair treatment integrate facets of higher job satisfaction, trust and organizational commitment, decrease turnover intention and increased organizational citizenship behaviors as proposed by Colquitt et al., (2001). Deductively, it can be clearly seen that organizational justice is key for these terminal workers because when employees perceive that they receive fair and unbiased treatment, they are liable to have an increased job satisfaction (Riley, 2006; Upadayha & Vasavi, 2006).

Some studies that focused on the terminated workers from India revealed that organizational justice is a significant antecedent to the employee satisfaction to their workplace in India. Similarly, Kim (2009) revealed that organizational justice plays an important role in the experience employee face in their workplace. According to the study, employees' perception towards organizational justice is that organizational justice influence fair and communal relationship between employee and the organization. Subsequently, the fair and communal relationship between the employee and the

organization would influence employee job satisfaction. Another study reported that organizational fairness motivates employee performance and increase job satisfaction level (Colquitt, 2001). Furthermore, a significant number of studies have also concluded that organizational justice influences employee job satisfaction (Bakhshi et al., 2009; Malik & Naeem, 2011).

Theoretical evidence have highlighted that procedural and distributive justice are two important justice major in an organization, which are significant workplace variable in modelling the job satisfaction of the employees, which is the important work outcomes for competitive advantage.

However, the perception of justice in the workplace is an important perception that could influence the attitude and behavior of employee (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). There is a lack of consensus among scholars on the number of dimensions of organizational justice (Johan, Talib, Joseph and Mooketsag, 2013). Organizational justice can be divided into two dimensions (Johan et al., 2013), three dimensions (Cropanzano, Prehar, & Chen, 2002) or four dimensions (Colquitt, et al., 2001). Base on the construct validation by Colquitt (2001), the four dimensions are distributive justice, procedural justice, interpersonal justice, and informational justice. However, the general consensus is that organizational justice consists with the perception of fairness in the allocation of reward, whereas the latter is concerned with the fairness of the process of allocation decisions (Malik, 2011; Johan et al., 2013). Thus, for this study only two dimensions of organizational justice are examined because they form the main structural aspects of organizational justice (Khalid & Pharmacy, 2003; Johan et al., 2013).

2.3.1 Distributive Justice

Distributive justice "refers to individuals' impression of the fairness by which resources are distributed" as clarified in the study of Greenberg (2004, p. 353). It needs to meet the guidelines of equality, equity, and needs, keeping in mind the end goal to satisfy the workers. Stouffer, Suchman, Devinney, Star and Williams (1949) have already experienced several years back that individuals' responses to results depend more on comparing their results and others than the absolute level. Homans (1961) expanded on this thought by noticing that expectations are dependent on the desires of a reference group. Blau (1964) showed that there are various types of expectations and exchange which were utilized to build up the equity theory by Adams (1965). This theory proposed that there is an approach to calculate if a result is fair by computing the proportion of one's contributions to one's results and after that compare that proportion and the proportion of another person with the same personal attributes.

Distributive justice in organizations manifest when the perceived fairness of the outcomes is important, for example, when promotion decisions are made and when there is pay selection. If, for instance, a junior executive is being paid more than a senior, the senior will perceives distributive injustice. Distributive theory in associations shows when the perceived fairness of the results is vital, for instance, when promotion choices are made and when there is pay selection. If, for example, a lesser official is being paid more than a senior, the senior will see distributive injustice.

The idea of distributive justice relates to the process and procedure of distributing rewards with fairness inconsistent with employees' work. In line with the social

exchange theory, distributive justice has been discussed since the 1950s (Colquitt et al., 2005). Homans (1961) contended that, when people are in the exchange relationship with others, they expect reasonable exchange. Furthermore, in terms of normative expectations for future exchanges, they have a tendency to be very sensitive in the event that others get a larger number of results or resources from the exchange than themselves (Homans, 1958).

Concerning exchange theory, there are two kinds of exchanges: social exchange and economic exchange (Blau, 1964). The latter depends on contracts which plainly describe, ahead of time, the accurate amounts which ought to be traded between the two parties. Distinctively, the former is identified with one party's presenting support that outcomes in making future commitments which are left to the next party's discretion (Blau, 1964). Blau (1964) likewise pointed out that there is a close relationship between a prior experience, satisfaction, and expectations.

According to Adams (1965), distributive justice implies a perceive proportion of results, by utilizing the idea of social exchange and investment. In equity theory, fairness can be seen by people just when there is equity amongst inputs and results (Foster, 2007). While inputs are any form of an individual's commitment to an organization (i.e., experience, effort, time, knowledge and education), results are any types of the organization's return to that individual, including pay, satisfaction, rewards or recognition (Adams, 1963).

Equity theory can be utilized to anticipate people's satisfaction and motivation under various conditions. As indicated by previous studies, employees are sensitive to the

fairness and justice in distributing rewards in terms of being over reward, under reward, or fair reward. For instance, when employees that are under reward feel angry, those that are over reward might be guilty (Colquitt et al., 2005).

2.3.2 Procedural justice

Procedural justice is depicted as "the reasonableness of the procedure by which results are determined" (Cohen-Charash and Spector, 2001, p. 3). Thibaut and Walker (1975) exhibited the possibility of procedural justice by almost observing outcast question determination procedures isolated into a procedure and a definitive stage. Their study suggested that the framework was seen sensible if the disputants had prepared control. Such framework is every practical sense compared the control with procedural justice. Leventhal, Karuza and Fry (1980) extended this definition by including non-lawful justice, as organizational settings. The examination exhibited an elaboration of six criteria that should be met in order to see a procedure as reasonable. These criteria are correctable, predisposition concealment, consistency, exactness, ethicality and representativeness.

The most basic difference between procedural justice and distributive justice can be reflected in the six procedural guidelines. Specifically, on the premises that, the procedure for allocating reward must be without self-intrigue, it could be a kind of social justice in an association. According to Lind and Tyler (1988), a group value model can depict the essence of procedural justice. The group value presents recommended that the reasons individuals value their gathering participations lie in

monetary, social and psychological purpose. Likewise, individuals tend to take after reasonable procedures, even in conditions when they have to surrender singular pick up since justice begins from profound quality in a social setting (Folger, Cropanzano, and Goldman, 2005).

Despite the way that the outcomes have all the earmarks of being disadvantageous to an individual, the more a procedure supposedly is reasonable, the more tolerant that the individual is the result of the procedure (Lind and Tyler, 1988). In another way, individuals tend to acclimate to a low level of distributive justice without protest, if there is an irregular condition of procedural justice (Folger and Konovsky, 1989). On the other hand, Sweeney and McFarlin (1993) prescribed that, if there is a low level of distributive justice, individuals tend to respond to disparity with disdain. This suggests procedural justice directs the impact of distributive justice on individuals' reactions to a decision as for the allocation of outcomes (Brockner and Siegel, 1996). Therefore, distributive justice has a great deal less effect on individual responses under the view of high procedural justice (Alexander and Ruderman, 1987).

2.4 Hypotheses Development

2.4.1 Relationship between Procedural Justice and Job Satisfaction

Theorist beholds that if organizational procedures are fair enough to favor employee and satisfy them, they would be sensationally committed and emotionally involve with their job and would lessen their chance of quitting their job and the organization (Koh & Boo, 2004). Lambert, Hogan, and Griffin (2007) found that procedural justice has an

influence on job satisfaction. In layman interpretations, procedural injustice leads to job dissatisfaction, and vice versa; when procedures are perceived fairly employee would be satisfied with their job. There are some empirical studies that support the positivity of the correlation that exist within procedural justice and job satisfaction (McDowall & Fletcher (2004); Wong, Ngo, and Wong (2002); Jahangir, Akbar, and Begum, 2006). Jahangir, Akbar, and Begum (2006) in their study done on commercial bank in Bangladesh, found that the relationship between procedural justice and job satisfaction is significantly positive. Therefore, employees' perception of procedural justice and job satisfaction is expected to be positively related to job satisfaction (Koh & Boo, 2004). According to the above arguments, this study formulates the following hypothesis;

H1: *Procedural justice influence job satisfaction.*

2.4.2 Relationship between Distributive Justice and Job Satisfaction

The study by Lambert, Hogan, and Griffin (2007) specifically and significantly found that distributive justice is inferential on job satisfaction. Invariably, employee expresses dissatisfaction if they are consistently maltreated. McFarlin and Sweeney (1992) celebrate the influence of distributive justice on job satisfaction over other form of justice, arguing that distributive justice embodies several issues that are personally and emotionally sensitive which could easily spark job satisfaction.

Loads of studies have revealed a positive relationship between distributive justice and job satisfaction (Colquitt *et al.*, 2001; Bakhshi *et al.*, 2009; Fatt, Khin, & Heng, 2010; Malik & Naeem, 2011). Colquitt *et al* (2001) and Bakhshi, Kumar and Rani (2009)

presented a more narrowly beneficial and interpretative result as regard to the relationship between distributive justice and job satisfaction in their study done among medical college employees in India. Fatt, Khin, and Heng (2010) also reported that the higher level of employees' positive perception of distributive justice increase the level of employees' job satisfaction. Considerably, this study deductively infers the following hypothesis;

H2: Distributive justice influence job satisfaction

2.5 Conceptual Framework

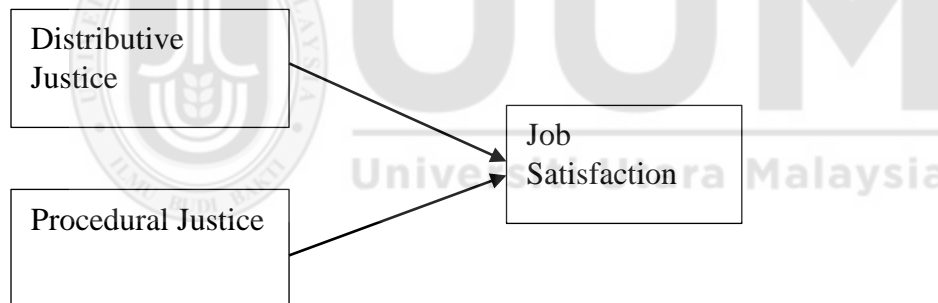


Figure 2.1: Conceptual Framework

2.6 Theoretical Perspective

The conceptual framework proposed in this research relied mainly on the social exchange theory. The social exchange theory theorizes the method and motivations of interactions between organizations and employees. In other words, social exchange

theory is a theory of interdependence; whereby the behavior of a stakeholder from a pair is as a result of the action of the other stakeholder (Jackson, 2004). The exchange theory was propounded by Blau in 1964, and since then, the theory has attracted a lot of attention from human resource researchers. Also, the social exchange theory has been adopted in scores of previous studies including; Cropazano *et al.*, (2001), Wayne, Shore, Bommer and Tetrick (2002) and Eisenberger (2002) mostly to explain the relationship between the employee and the employer. The social exchange theory is used to elaborate the motivations to favorable employees' behaviors and attitudes in the organization.

The social exchange theory (Blau, 1964) asserts that employees reciprocate in the direction of how they are treated in an organization. Hence, this is why the social exchange theory is relevant in discussing the essence of organizational justice, job satisfaction (Foong-Ming, 2008). In addition, the social exchange theory explains the commitment, care and support of the organizations which affect employees' attitudes and behaviors towards their job and their responsibilities in the organization. When organizations are committed and just in dealing with their employees, the employees feel indebted to the organization and wish to reciprocate with increased loyalty (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001).

The underlying credence of the social exchange theory is that, the theory provides a theoretical justification for the employee and employer relationship. To maintain healthy working interpersonal relationship between their employer/firm and the employees in order to uphold a satisfactory productivity and contribution, encourage a working atmosphere that is full of morale, this in turn increases the employees' job satisfaction

level to make the employee to feel obliged with employer/firm, which begins to make the employee willing to reciprocate to the employer/firm subsequently increasing the satisfaction of the employee in the organization (Bodla & Danish, 2013).

2.7 Summary of the Chapter

This chapter presents the variables of understudied in this research. This chapter presents a discussion on job satisfaction, distributive justice and procedural justice. The chapter also explains the underpinning theory that supports the hypotheses proposed in this study. Finally, this chapter also entails the empirical review of previous research.



CHAPTER THREE

METHODOLOGY

3.1 Introduction

The research methodology employed in this study is presented in this chapter as the guideline for achieving the highlighted research objectives in this study. Primarily, this study aims at determining the relationship between distributive and procedural justice on job satisfaction among the workers of ACT, Jordan. Hence, the research design, method, and the unit of analysis are presented in details. Next, the population and sampling technique, followed by the data collection method and procedure, and method of data analysis are discussed. The chapter also discussed the instrumentation and the development of the questionnaire, the validity, and reliability of the study. Finally, the chapter closes by presenting the summary of the chapter.

3.2 Research Design

Research design represents a logical plan that involves several phases, including data collection and analysis, providing answers to the initial set of questions from which conclusion can be made (Yin, 2003). It is the master plan that specifies the method of collection and analysis of the needed information in a research (Zikmund, 2000) and also a blueprint that provides an explanation of research, measurement, sampling, and requirements for data collection and the analysis of the collected data. In this study, a quantitative research design is employed to provide a description and deeper

understanding in explaining the phenomenon revolving around job satisfaction and distributive and procedural justice (Sekaran, 2003; Zikmund, 2000). Based on the nature of this study, it is considered explanatory as it sought to provide further explanation on the difference between the understudied variables. Other aspects of the research design highlighted in this study include the population and sampling technique, method of data collection and analysis and these are discussed in the subsequent sections of the chapter.

3.3 Population and Sample

The population of the study is regarded as the participants that the researcher wishes to investigate (Sekaran & Bougie, 2009). It is a larger group of people or companies from which the researcher will select the participants from which data will be collected and further make inferences. Because this present study aims at studying the job satisfaction among the workers of the ACT in Jordan, the population of this study is therefore the general workers in the ACT in Jordan. According to the information obtained from the management of ACT, they're more than 1000 general workers at the ACT.

3.3.1 Sample Size

In determining the sample size of a study, it is necessary to indicate the need for the method for determining the sample size, which is a statistical power test (Ticehurst & Veal, 1999). Cohen (1997) emphasized that the determination of sample size should be

based on a statistical test, but this is only applicable where the size of the study population is known. According to the HR department of ACT, there are 1000 workers in the organization. Going by the rule of thumb by Roscoe (1975), a sample size bigger than 30 and less than 500 is appropriate. Hence, Sample size determination using Krejcie and Morgan (1970) Table for a known population, a sample of 200 is needed for a population of 1000. Similarly, according to Hair et al., (2010) the sample of a study using inferential statistic must be times 10 of the total number of the items in the questionnaire. Following this rule of thumb, the number of items adopted for measuring the variables understudied in this study is 16 if multiplied 10 are equal to 160. Therefore, this study will distribute 200 questionnaires which are higher than 160 to achieve a healthy response rate among the workers of the ACT.

3.3.2 Sampling Design

A sample is a selected set of participant or individuals drawn from a large population for the purpose of the research (Salant & Dillman, 1994). An adequate sample size is necessary for a research to reduce the consequence of sampling error. An appropriate sample size is required for any research because the small sample size may not represent the entire population (Salkind, 2003) as too small sample size may result in a Type 1 error, which is rejecting an hypothesis when it should have been accepted (Sekaran, 2003) and Type 11 errors which are accepting a hypothesis when it is supposed to be rejected.

Taking the above situation into consideration, the convenience sample technique allows a researcher to determine a sample size for the data collected considering the

accessibility of the respondents and the visibility of administering the research instruments (Sekaran & Bougie, 2009). This sampling technique is the most often use at the exploration stage of research (Sekaran & Bougie, 2009). Questionnaires were distributed to employees of ACT who are conveniently accessible such as operational management workers.

3.4 Measurement of Variables

This section presents the measurements of the variables of this study. Specific measurements of the variables are presented below.

3.4.1 Measurement of Distributive Justice

Respondents were asked about the fairness of their work outcome and responsibility distribution, such as rewards. These include pay level, work schedule, workload and job responsibilities. They were given a list of five items, as shown in Table 3.1. A five-point Likert scale, ranging from “1=strongly disagree” to “5=strongly agree” is used. The internal reliabilities reported by Aquino, Lewis, and Bradfield (1999) and Niehoff and Moorman (1993) ranged from 72 to.74.

Table 3. 1

Measurement of Distributive Justice

Items	Code
In my opinion, my current job responsibility is assigned to me fairly.	DJ1
In my opinion, the reward I receive from the job I do in my organization is fair enough.	DJ2
In my opinion, my current workload is fair to me.	DJ3
In my opinion, the pay I receive from the work I do is fair enough.	DJ4
The scheduling of my job responsibility is fair enough.	DJ5

3.4.2 Measurement of Procedural Justice

Respondents were asked about the employee's opinion of the fairness of the procedures used to communicating performance feedback, determine pay rises, evaluate performance, and determine job promotion. Four items were adapted as shown in Table 3.2. A five-point Likert scale, ranging from “1=strongly disagree” to “5=strongly agree” is used. The internal reliabilities reported by Aquino, Lewis, and Bradfield, (1999) and McFarlin and Sweeney (1992) and Sweeney and McFarlin (1993) ranged from 0.73 to 0.85.

Table 3.2

Measurement of Procedural Justice

Items	Code
The procedures used for communicating performance feedback are fairly described to me	PJ1
The method used to determine pay raises is fair enough.	PJ2
The procedures used to evaluate my performance are fair.	PJ3
The procedures used in determining promotion are fair.	PJ4

3.4.3 Measurement of Job Satisfaction

For job satisfaction, respondents are asked about their degree of satisfaction with their work, coworkers, supervision, promotional opportunities, pay, progress, and the organization to assess overall job satisfaction. Seven items were adapted from previous studies as shown in Table 3.3. A five-point Likert scale, ranging from “1=strongly disagree” to “5=strongly agree” is used. The internal reliabilities reported by Larwood *et al.*, (1998) and Singh (1994) were ranged from .67 to .71.

Table 3.3

Measurement of Job Satisfaction

Items	Code
I am satisfied with every individual in my work group	JB1
I am satisfied with my superior.	JB2
I am satisfied with my job.	JB3
I am satisfied with my current workplace.	JB4
I am satisfied with my pay, as regards to my efforts and skills.	JB5
I am satisfied with the progress I have made in this organization so far.	JB6
I am satisfied with chance of getting ahead with my current organization.	JB7

3.5 Instrumentation

Besides the research design to be adopted in a research, instrumentation is another important issue that poses a threat to the internal validity (Sekaran & Bougie, 2009). This study aims to collect data by using survey questionnaires. As such the items on the questionnaire were adapted from previous studies. The questionnaire is made up of five parts. Part A addressed the demographic profile of the respondents. Part B focuses on the measurement of procedural justice. Part C entails measurement of distributive justice. Part D focuses on measurement of job satisfaction. The questionnaire adopted a

Likert type scale on which the respondents are requested to select the appropriate option that suites their responses based on the 5-scale that ranges from “1-Strong Disagree to 5 – Strongly Agree”.

3.6 Instrument Validation

There are two fundamental ways in which research instrument can be validated, these are: content validity and construct validity.

3.6.1 Content Validation

Content validity is an important stage that must be conducted before the main collection of data. This can be achieved through face validation of instrument (Sekaran & Bougie, 2009). The instrument in this study was given to a research methodology, expert to see if there is any mistake in the instrument developed. This was done specifically to avoid issues of the double-barreled question and ambiguity in the research instrument.

3.6.2 Construct Validation

Construct validity is usually tested by determining the internal consistency of a construct. This will be achieved by testing of the reliability of the construct by determining the Cronbach's Alpha level, which will interpret the reliability of the item of each variable constructs. Cronbach alpha greater than 0.6 for an exploratory research

is considered as appropriate while Cronbach alpha below 0.6 are indicative of unreliability. The researcher has to decide either to go for another data collection or drop the construct in case of a low reliability result (Sekaran 2000).

3.7 Research, Ethical Consideration

Ethical consideration is a set of principles, standards and that guides the researchers' choice procedures of investigation. According to Bryne and Bell (2003), researchers must employ ethical behaviors in the conduct of his/her investigation in order to avoid being infringed on the rights of the respondents. Zikmund et al., (2005) emphasized that ethical consideration in research ensures that the quality of the research is upheld. This research ensures that the following ethical behaviors highlighted by Bouma (2000) are upheld during the data collection stage of this study:

- i. Respondents were treated with dignity and respect
- ii. Ensured that the confidentiality and privacy of the respondents are important
- iii. Respondents were not enforced to participate in this research, but voluntarily participated
- iv. The respondents were assured that the information provided in this research would only be used for the purpose of this research and academic alone.
- v. The respondents were notified of their right to willingly withdraw from the course of the research.

3.8 Data Collection Method

Data for this study were collected from the workers of ACT, Jordan, using a survey questionnaire which was self-administered to the respondents. The self - delivery technique was adopted for the delivery of the survey questionnaire. The survey questionnaire was delivered to the company in the first visit and an appointment was scheduled with the respondents concerning the pick-up date. The workers were consented, and asked to please volunteer their time to complete a survey for which they will get no moment reaction, advantage, or delight.

3.9 Method of Data Analysis

The collected data in this study will be statistically analyzed by using the statistical package for social sciences (SPSS) version 22.0 to decide whether the developed hypotheses are supported or not. Prior to the main data analysis, data preparation and screening such as coding, data editing, omission and transformation will be done to ensure that the collected data are qualified to be used for the main data analysis. The specific statistical techniques that will be employed in this study are discussed below.

3.9.1 Pearson Product-Moment Correlation

Pearson product-moment correlation was employed to determine the linear correlation between two variables (the independents and dependent variable). This study employed correlation analysis to determine the bivariate relationship between the influence of

procedural justice, distributive justice and job satisfaction. According to Pallant (2011), the relationship between the variables will be revealed by using person product-moment correlation.

3.9.2 Multiple Regression

Multiple regressions were used in analyzing the relationship between the variables. It is used when more than one variable jointly regressed to provide explanations about the variance in the dependent variable. In multiple regressions, R^2 indicates the amount of variance explained in the dependent variable. The result of the multiple regression can be interpreted when the F-statistics and its significance level is known.

3.10 Summary

The methodological approach of this research is presented in this section. Specifically, quantitative research approach was employed and which was conducted in a cross-sectional approach. Primary data will be collected from employees of ACT, Jordan. Also, the sampling procedure and techniques, data collection method and analysis employed in this study were also presented in this chapter.

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This chapter discusses the findings of the statistical analysis conducted in this study. The first section presents the results of the preliminary test undertaken, followed by the presentation of the results of the descriptive analysis of the respondents and the constructs. In addition, the findings of the hypotheses tested with both correlation and regression were reported in this chapter.

4.2 Data Screening and Treatment

Screening of the collected data for error and abnormal occurrence is the first and important step to be taken before conducting any statistical analysis (Pallant, 2011). Therefore, screening of data for error that might have arisen due to missing values and researchers mistakes while imputing the data becomes important prior to conducting any statistical analysis. The reason for conducting data screening is to avoid errors and ensure that the data collected were properly filled by the respondents (Sekaran, 2003). Based on the reasons given above, the data collected in this study were screened for missing data and treated with SPSS version 22.

Missing data is regarded as a source of threat to the validity of the conclusion made by researchers. The degree of threat caused by missing data differs depending on its

frequency in a set of data. 1% missing data causes no threat to validity, while the threat caused by 5% is regarded as bearable and it is treated by replacement with the mean of the nearest k-value. 15% was missing data pose a great threat and thus requires a sophisticated statistical treatment (Acuna & Rodrigues, 2004). As such, the missing data in this study were replaced with the mean of the nearest k-value as the percentage of the missing data falls within the bearable range.

In addition to the error due to missing value, error due to out-of-range data was also detected and treated by tracing it back to the source in the questionnaire to retrieve the correct response. Hence the incorrect response was replaced by the accurate response. Subsequently, descriptive analysis was re-conducted to confirm the correction made. Upon the confirmation of the successful data screening and treatment of the errors due to missing value and out-of-range error, the researcher checked for the presence of outliers.

4.3 Treatment of Outliers

Outliers are the presence of some data outside the data distribution. The presence of outliers in a data set threatens the interpretation and conclusion inferred from the statistical analysis. There are various methods in which outliers in a data set can be detected and treated (Pallant, 2011). The univariate and multivariate techniques for testing for outliers were employed in this study. The univariate analyses for detecting outliers are conducted by calculating the standardized values (Z score) for the whole item in the dataset. The threshold was set at ± 3.29 ($p < .001$) according to

recommendation by Tabachnick and Fidell (2007). The descriptive result of the Z score is presented in Table 4.1. At this level, Table 4.1 shows that the Z score for the entire items is below ± 3.29 . This shows that, there is no outlier detected at the univariate level.

Furthermore, the study also employs the technique suggested by Tabachnick and Fidell (2007) to detect outliers at the multivariate level. Hence, Mahalanobis distance (D2) was used to determine outlier cases at the multivariate level (Tabachnick & Fidell, 2007). The Mahalanobis was compared with the calculated Chi-square threshold using the Chi-Square calculator. Based on the 20 observed variables in this study, the Chi-square threshold is 37.5662. Hence, the Mahalanobis value that exceeds the chi-square threshold would be deleted. At this level, 8 respondents were deleted as they Mahalanobis values were higher than the chi-square value calculated (37.5662). The descriptive result of calculating Mahalanobis value presented in Table 4.2 below shows that the highest Mahalanobis value (37.24872) in this study is below 37.5662. The following applications of these two techniques, it is shown that there is no outlier in the data set used in this study.

Table 4.1

Z score for Checking Outliers

	N	Minimum	Maximum
Zscore (DJ1)	181	-2.56481	.97218
Zscore (DJ2)	181	-2.47971	1.21435
Zscore (DJ3)	181	-2.53706	1.12927
Zscore (DJ4)	181	-2.92375	.84279
Zscore (DJ5)	181	-2.64819	1.29685
Zscore (PJ1)	181	-2.55403	1.21199
Zscore (PJ2)	181	-2.55077	1.35358
Zscore (PJ3)	181	-2.69759	1.13945
Zscore (PJ4)	181	-2.83866	1.39013
Zscore (JS1)	181	-2.48142	.94711
Zscore (JS2)	181	-3.41030	1.23953
Zscore (JS3)	181	-1.38770	1.98376
Zscore (JS4)	181	-2.02047	1.46244
Zscore (JS5)	181	-2.74898	1.61563
Zscore (JS6)	181	-3.14794	1.18496
Zscore (JS7)	181	-3.16750	1.24263
Valid N (listwise)	181		

Table 4.2

Descriptive Result for Mahalanobis Distance

	N	Minimum	Maximum
Mahalanobis Distance	173	36.7728	37.24872
Valid N (listwise)	173		

4.4 Assessment of Normality

Following the assessment of outliers, then follow step is to detect the normality of the data set. One of the challenges of inferential statistics is the normality of the distribution of the data collected. In order to examine the normality of the collected data, this study employed the assessment of the skewness and kurtosis of the data. According to Hair et al. (2014), the acceptable value for skewness and kurtosis is below ± 3 for skewness and below ± 8 for kurtosis. The variables in this study obtained acceptable values of skewness and kurtosis. Table 4.3 presents the normal distribution of all measured variables in this present study. The values of skewness are below ± 3 , and kurtosis values are below ± 8 .

Table 4.3

Result of Normality test

	N	Min.	Max.	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
DJ1	173	1	5	-1.236	.185	1.074	.367
DJ2	173	1	5	-.917	.185	.310	.367
DJ3	173	1	5	-.903	.185	.265	.367
DJ4	173	1	5	-1.557	.185	2.122	.367
DJ5	173	1	5	-.535	.185	-.339	.367
PJ1	173	1	5	-.884	.185	.318	.367
PJ2	173	1	5	-.644	.185	-.002	.367
PJ3	173	1	5	-1.222	.185	1.277	.367
PJ4	173	1	5	-.776	.185	.680	.367
JS1	173	1	5	-1.371	.185	1.256	.367
JS2	173	1	5	-1.772	.185	4.406	.367
JS3	173	1	5	.363	.185	-.850	.367
JS4	173	1	5	-.493	.185	-.789	.367
JS5	173	1	5	-1.095	.185	.921	.367
JS6	173	1	5	-1.400	.185	2.737	.367
JS7	173	1	5	-1.322	.185	2.249	.367
Valid N	173						
(listwise))							

4.5 Multicollinearity Test

Testing for the presence of multicollinearity is important in a regression-based analysis (Chatterjee & Yilmaz, 1992). The presence of multicollinearity is a situation whereby exogenous latent constructs are highly correlated among themselves. It is believed that the presence of multicollinearity can distort the result of regression analysis (Hair, et al., 2014). In other words, multicollinearity increases the standard errors of the coefficients, which subsequently make the coefficients insignificant (Tabachnick & Fidell, 2007). The test for multicollinearity is conducted in this research by examining the correlation matrix of the exogenous latent variable. Hence, the correlation coefficient of 0.90 and above signifies multicollinearity between the independent variables. Table 4.4 shows the correlation matrix of the two independent variables (Distributive Justice, Procedural Justice, and Job satisfaction) is below 0.90.

Table 4.4

Correlation Matrix of the Exogenous Latent Construct

		Distributive Justice	Procedural Justice	Job Satisfaction
Distributive Justice	Pearson	1	.710**	.353**
	Correlation			
	Sig. (2-tailed)		.000	.000
	N	173	173	173
Procedural	Pearson	.710**	1	.396**

Justice	Correlation			
	Sig. (2-tailed)	.000		.000
	N	173	173	173
Job	Pearson	.353**	.396**	1
Satisfaction	Correlation			
	Sig. (2-tailed)	.000	.000	
	N	173	173	173

** . Correlation is significant at the 0.01 level (2-tailed).

4.6 Reliability Test

The reliability test was conducted in this study to assess the internal consistency of the variables in the main data collected. The result presented in Table 4.6 revealed that the Cronbach's Alpha value of the items of distributive justice is 0.888. The Cronbach's Alpha value of the procedural justice items is 0.678. The Cronbach's Alpha for the items of job satisfaction is 0.739. Interpretatively, the items used in measuring the variables in this study are reliable and internally consistent. The following section presents the respondents' profile.

Table 4.5

Reliability Test

Constructs	Cronbach's Alpha	No of items
Distributive Justice	0.888	5
Procedural Justice	0.678	4
Job Satisfaction	0.739	7

4.7 Respondents Profile

This section presents the demographic details of the respondents. Table 4.7 presents the frequency statistics and percentage of the demographic features of respondents employed in this study. The findings show that the majority of the respondents are male, 65.3% and only 34.7% are female workers in the ACT. The age distribution of respondents reveals that, 54 (31.2%) are between the age of 25 to 29 years. This is followed closely by 53 (30.6%) respondents who fall between the ages of 19 to 24 years. 35 (20.2%) respondents are between the ages of 30 to 39 years old. Finally, 31 (17.9%) respondents are 40 years and above in age. The age distribution reveals that, the composition of the respondents in this study cuts across young adults, which are 19 years of age and adults which are 40 years and above. In addition, the majority of the respondents (56.6%) has a college diploma as their academic qualifications. Among the respondents in this study, 71 (41%) respondents are high school leavers and only 4 (2.3%) hold a bachelor's degree. This is expected as the workers in the ACT are not

considered white and blue collar jobs. Hence, higher or professional academic qualifications are not so necessary.

Furthermore, because the majority of the respondents are young adults and adults, it is not surprising that, 74 (42%) and 40 (23.1%) are married and other, respectively. However, 59 (34.1%) respondents are single. The distributions among the married and single status of the respondents reflect the maturity of the majority of the respondents. Also, the result presented in Table 4.7 revealed that the majority of the respondents are long-time workers in the ACT. The result shows that 63 (36.4) respondents have been working between 11 to 15 years at the terminal. Meanwhile, 61 (35.3%) respondents have been working at ACT between 6 to 10 years ago. 36 (20.8%) responded that they have been working at ACT for less than five years. Finally, only 13 (7.5%) respondents have been working for 16 years and above at ACT.

Table 4.6

Summary of the respondents' profile

		Frequency	Percentage (%)
Gender	Male	113	65.3
	Female	60	34.7
	Total	173	100.0
Age	19 to 24 Years	53	30.6
	25 to 29 Years	54	31.2
	30 – 39 Years	35	20.2

	40 Years and Above	31	17.9
	Total	173	100.0
Academic	High School Leavers	71	41.0
Qualifications	College Diploma	98	56.6
	Bachelor's Degree	4	2.3
	Total	173	100.0
Marital Status	Married	74	42.8
	Single	59	34.1
	Other	40	23.1
	Total	173	100.0
Years of Working in ACT	Less than 5 Years	36	20.8
	6 to 10 Years	61	35.3
	11 to 15 Years	63	36.4
	16 Year and Above	13	7.5
	Total	173	100.0

4.8 Descriptive Statistics

Prior to conducting the part of the analysis that deals with hypothesis testing; this section presents the descriptive statistics of the respondents. This section is basically to affirm the representativeness of the respondents and to explore how abreast the respondents are in the context of this study. Table 4.8 shows the mean and standard deviations of the three variables understudied in this research. The table shows that the

mean for distributive justice is 3.81 and the standard deviation is 0.898. This result implies that respondents are at average agree with the measurements of distributive justice. The mean for procedural justice is 3.71 and the standard deviation is 0.716. This result implies that, on average the respondents in this study agree with statements of employed for measuring procedural justice. The mean for job satisfaction is 3.57 and the standard deviation is 0.6388. The interpretation of these findings is that, respondents of this study mostly agree with the statements of job satisfaction.

Table 4.7

Descriptive Statistics of the constructs

	N	Minimum	Maximum	Mean	Std. Deviation
Distributive Justice	173	1.00	5.00	3.8197	.89823
Procedural Justice	173	1.50	5.00	3.7168	.71679
Job Satisfaction	173	1.00	4.57	3.5797	.63882
Valid N (listwise)	173				

4.9 Hypotheses Testing

This study employed both Pearson correlation and multiple regressions for testing the hypotheses proposed in this study. The Pearson product-moment correlation coefficient was employed to determine the significance of the linear bivariate relationship between the independent variables (Distributive Justice, Procedural Justice) and the dependent

variables (Job Satisfaction). The result of the Pearson product-moment correlation is presented below.

4.9.1 Pearson Product-Moment Correlation Analysis

The Pearson product-moment correlation analysis was employed in this study to determine the strength and the direction of the bivariate relationship between each of the independent variables and the dependent variables (Pallant, 2011). According Hair et al, (2014), correlation matrix (r) value of 0.75 and above is considered high and r value that range from 0.50 or less than 0.75 is considered medium and value that is less than 0.50 is considered weak in terms of explanatory power of the relationship between independent variable and dependent variable. The result of the correlation analysis is presented in Table 4.9 below. Table 4.9 below presents the result of the Pearson product-moment correlation and revealed that the relationship between distributive justice and job satisfaction is weak, positive and significant relationship as the coefficient of correlation value (r) = 0.353 ($P < 0.05$). Hence, 35% of the variance in job satisfaction is explained by the variance in distributive justice. Table 4.9 also shows that, the relationship between procedural justice and job satisfaction is weak, positive and significant. The correlation matrix is (r) = 0.396 ($P < 0.05$). This shows that 39.6% of the variance in job satisfaction is explained by the variance in procedural justice.

Table 4.8

Pearson Product-Moment Correlation Analysis

		Job Satisfaction
Distributive Justice	Pearson Correlation	.353**
	Sig. (2-tailed)	.000
	N	173
Procedural Justice	Pearson Correlation	.396**
	Sig. (2-tailed)	.000
	N	173
Job Satisfaction	Pearson Correlation	1
	Sig. (2-tailed)	
	N	173

** . Correlation is significant at the 0.01 level (2-tailed).

4.9.2 Standard Multiple Regressions

Standard multiple regression has employed in this study to examine how much of the variance independent variable can be explained by the independent variables. Also, the result of the standard multiple regressions reveals the significance of the impact of the independent variables on the dependent variable (Pallant, 2009). The result of the multiple regression analysis between distributive justice, procedural justice and job

satisfaction is presented as shown in Table 4.10 shows that R- squared (R^2) = 0.167. Therefore, 16.7% of the variance in job satisfaction is explained both by the independent variables, namely; distributive justice and procedural justice. Overall, the independent variables have a weak but significant on the dependent variable. The equation of the multiple regression analysis ($F(2, 170) = 17.030, P < 0.05$). Furthermore, the result of the analysis as shown in Table 4.11 revealed a statistically significant influence of distributive justice and procedural justice on job satisfaction. The significant value obtained = 0.000 which is lesser than the significance level 0.05. Therefore, the hypotheses are accepted. The result of the analysis shows that the hypothesized significant relationships between the independent variables (distributive justice and procedural justice) and the dependent variable (job satisfaction) are significant. Therefore, hypotheses H1 and H2 are accepted.

Table 4.9

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.409 ^a	.167	.157	.58650

a. Predictors: (Constant), PJ, DJ

Table 4.10

Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.716	2	5.858	17.030	.000 ^b
	Residual	58.476	170	.344		
	Total	70.192	173			

a. Dependent Variable: JS

b. Predictors: (Constant), PJ, DJ

4.10 Summary

Based on the statistical analysis presented above, the findings show sufficient evidence to support and accept the H1 and H2. Hence, there is a significant and positive relationship between distributed justice, procedural justice, and job satisfaction. The summary of the findings of this study is shown in Table 4.14 below. The following chapter is the concluding chapter where the results and findings of this study are discussed in details.

Table 4.11

Summary of Findings

	Hypotheses	Decision
H₁	Distributive justice positively influences job satisfaction	Supported
H₂	Procedural justice positively influences job satisfaction	Supported



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CHAPTER FIVE

DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter of the study discusses the findings of this study and presents conclusions inferred from the findings. Furthermore, this chapter presents the overview of the study. Also, the limitation, contribution and the recommendation for future study, and the conclusion inferred from the research are presented.

5.2 Overview of the Study

The broad objective of this present study is to understand the job satisfaction of workers at ACTs in Jordan. This objective is germane especially at this current moment when the workers of ACTs have engaged relatedly in industrial actions. This study aims at understanding how distributive justice and procedural justice in the organization influence the workers' job satisfaction. Employing the quantitative research approach, these study surveys 200 workers from the ACT. The collected data were analyzed using different statistical techniques from SPSS version 22.0. The findings were reported in the penultimate chapter and this chapter presents the discussions and conclusions deduced from the findings.

5.3 Discussions

Following the research objectives highlighted at the onset of this study, their hypotheses were formulated. The discussion of the findings is presented below in accordance with the research objective and hypotheses.

5.3.1 The influence of Distributive Justice on Job Satisfaction

The first objective of this study is to examine the influence of distributive justice among workers at ACT, Jordan. Accordingly, the first research hypothesis were formulated namely; distributive justice positively influences job satisfaction. Based on the findings of both correlation and regression analyses, it was found that this aforementioned hypothesis is accepted. This implies that distributive justice has a positive and significant influence on job satisfaction of workers at ACT, Jordan. This finding infers that the higher the perception of distributive justice among workers the more satisfied they are with their work. Hence, based on this statistical proof, it is fair to summarize that, workers at ACT are bound to be satisfied with their job if the managements at the ACTs engage in distributive justice, especially on responsibility of workers are assigned, the rewards are distributed justly, workloads are fairly shared among workers and ensuring that workers work scheduling are done justly. In view of the above, the first research objective is achieved. Hence, distributive justice significantly and positively influences job satisfaction among workers at ACT, Jordan.

Consistently with the findings of this study, loads of previous studies (Colquitt *et al.*, 2001; Bakhshi *et al.*, 2009; Fatt, Khin, & Heng, 2010; Malik & Naeem, 2011) have also revealed a positive and significant relationship between distributive justice and job satisfaction. The findings of this present study empirically lay credence to the findings of previous researchers.

5.3.2 The influence of Procedural Justice on Job Satisfaction

The second research objective is to determine the influence of procedural justice on job satisfaction among Workers at ACT, Jordan. Consistent with this objective, the second hypothesis were proposed, namely; procedural justice positively influences job satisfaction. The findings reported in this study revealed that there is a positive and significant influence of procedural justice on job satisfaction. Hence, the higher procedural justice workers in ACTs perceived the more satisfied they are with their jobs. This finding of this study infer that, for workers to be satisfied with their job at ACTs, the management must ensure that the procedures used for communicating performance feedback are described in workers, the method used to determine pay raises must be fair, the procedures used to evaluate workers' performance must be fair and finally, the procedures used in determining promotion must be fair. Based on this finding, the second research has been achieved. Thus, this study shows statistical evidence on the influence of procedural justice on job satisfaction.

The findings of this study are consistent with that of previous researchers in this realm. Studies such as; McDowall and Fletcher (2004); Wong, Ngo and Wong (2002); Jahangir, Akbar and Begum, 2006) and Jahangir, Akbar and Begum (2006) have similarly demonstrated that, there is a positive relationship between procedural justice and job satisfaction. The findings of this present study reiterate the revelation of previous researchers.

5.4 Research Implications

The implication of this research finding is discussed with regards to both theoretical and practical implication.

5.4.1 Theoretical Implication

The central implication of this research finding is majorly towards understanding how distributive justice and procedural justice influence job satisfaction. The findings reported in this study theoretically contributed by reinforcing both consistent and inconsistent findings with previous study. This research has been able to reiterate the connection between distributive justice, procedural justice and job satisfaction in line with previous theoretical findings. Similarly, this study provides empirical evidence on the connection between job satisfactions which again, theoretically contribute to the body of literature.

5.4.2 Practical Implication

Practically, the findings reported in this research contribute by notifying HRM practitioners on how to ensure employee job satisfaction. This study provides evidences that show that, distributive and procedural justice are both important in ensuring and determining job satisfaction of the employee. Similarly, this study also provides insight to HR managers on how to ensure satisfaction of works through ensuring equality, equity and justice in the procedure adopted in sharing salaries, bonus, rewards and promotions

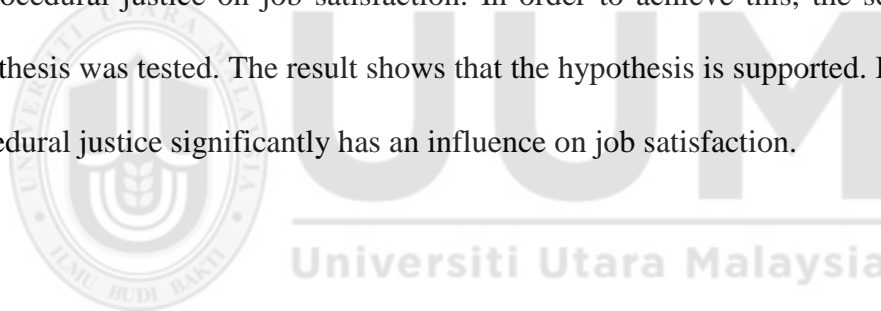
5.5 Limitations and Recommendations of the Study

One of the significant limitations of this study is the sampling constraint. Due to the fact that the focus of this study is considered sensitive, especially the issue of job satisfaction whereby many employees prefer to keep it personal, the researcher faced lots of challenges in ensuring the respondents the confidentiality of their responses.

Base on the limitations discussed in the above section, future researchers are recommended to employ a research design that overcomes the constraints of sampling as faced in this present study. Future researchers can consider experimental research or an in-depth interview to explore deeper on sensitive issues such as job satisfaction.

5.6 Conclusions

Conclusively, this study has provided statistical findings that demonstrated that, distributive and procedural justice positively and significantly influence job satisfaction. Testing the hypotheses proposed in this research reflect the achievement of the research objective. Therefore, by testing the three hypotheses proposed in this research, this study has achieved the three research objectives highlighted. The first research objective stated the intention to examine the influence of distributive justice on job satisfaction. The result of the first hypothesis tested revealed the significant influence of distributive justice on job satisfaction. The second research objective was to examine the influence of procedural justice on job satisfaction. In order to achieve this, the second research hypothesis was tested. The result shows that the hypothesis is supported. In other words, procedural justice significantly has an influence on job satisfaction.



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Appendix

Survey Questionnaire



بسم الله الرحمن الرحيم

The Influence of Distributive Justice and Procedural Justice and Job Satisfaction among Workers at Aqaba Container Terminal, Jordan.

To whom it may concern,

Introduction

This survey questionnaire is to examine the influence of distributive and procedural justice and job satisfaction. As such, this survey is used to understand your opinion on distributive and procedural justice and job satisfaction.

We would like to seek your personal and sincere opinion in answering the questions in this questionnaire. Your responses will be strictly confidential and only aggregated data will be reported as research findings. Your information will be coded and will remain confidential and mainly for academic purpose.

For any enquiries, you can contact the researcher on (kmo.com.jo@gmail.com).

Best regards,
Khalid Mohsen Obeidat
College of Business,
Universiti Utara Malaysia,
06010 Sintok,
Kedah, Malaysia.

SECTION A: BACKGROUND INFORMATION

Kindly tick (✓) to answer the following questions

1. What is your gender?

A. Male	
B. Female	

2. What is your approximate age?

A. 19 – 24	
C. 25 – 29	
D. 30 – 39	
E. 40 and above	

3. What is your highest academic qualification?

A. High school	
B. College diploma	
C. degree and above	

4. Marital Status?

A. Married	
B. Single	
C. Other	

5. What is your role in your organization:

6. How long have you been working for this organization?

A. Less than 5 years	
B. 6 – 10 years	
C. 11 – 15 years	
D. 16 years and Above	

SECTION B: DISTRIBUTIVE JUSTICE

Please indicate your degree of agreement or disagreement of the following statement by make a tick ☒ only one best appropriate number on the scale that reflects your opinion.

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	1	2	3	4	5
1. In my opinion, my current job responsibility is assigned to me fairly.					
2. In my opinion the reward I receive from the job I do in my organization is fair enough.					
3. In my opinion, my current workload is fair to me.					
4. In my opinion, the pay I receive from the work I do is fair enough					
5. The scheduling of my job responsibility is fair enough.					

SECTION C: PROCEDURAL JUSTICE

Please indicate your degree of agreement or disagreement of the following statement by make a tick ☒ only one best appropriate number on the scale that reflects your opinion.

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	1	2	3	4	5
1. The procedures used for communicating performance feedback are fairly described to me.					
2. The method used to determine pay raises is fair enough					
3. The procedures used to evaluate my performance are fair					
4. The procedures used in determining promotion are fair					

SECTION D: JOB SATISFACTION

Please indicate your degree of agreement or disagreement of the following statement by make a tick ☒ only one best appropriate number on the scale that reflects your opinion.

Statements	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
	1	2	3	4	5
1. I am satisfied with every individual in my work group					
2. I am satisfied with my superior.					
3. I am satisfied with my job.					
4. I am satisfied with my current workplace.					
5. I am satisfied with my pay, as regards to my efforts and skills.					
6. I am satisfied with the progress I have made in this organization so far.					
7. I am satisfied with chance of getting ahead with my current organization.					

Survey Ends.

Thank You for Your Cooperation