The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.
THE INFLUENCE OF DISTRIBUTIVE JUSTICE AND PROCEDURAL JUSTICE ON JOB SATISFACTION AMONG WORKERS AT AQABA CONTAINER TERMINAL, JORDAN

By

KHALID MOHSEN OBEIDAT

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

In presenting this thesis in fulfillment of the requirements for a postgraduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that the permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in their absence, by the Dean of School of Business Management where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole, or in part should be addressed to:

Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman
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.
Abstrak


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

“In The Name of Allah the Most Gracious and the Most Merciful”

First and foremost, let me be thankful and grateful to the Almighty Allah SWT, the Creator and Sustainer of this whole universe, the Most Beneficent and the Most Merciful for His guidance and blessings, and for granting my knowledge, patience me and perseverance to accomplish this research successfully.

I would like to express my sincere gratitude to my supervisor's ASSOCIATE PROFESSOR DR. KAMAL AB. HAMID for advising me during the development of this project and keeping the project focused and directed.

I would like to express my sincere gratitude to my wife NADERA ATTA, whose hard work, love, and patience made this journey possible. And as with so many life changing decisions, we’ve made together.

Finally, I would also like to thank all my whole family and friends.
Table of Contents

Permission to Use ............................................................................................................. ii
Abstract ............................................................................................................................ iii
Abstrak ............................................................................................................................. iv
Acknowledgements ........................................................................................................... v
Table of Contents ............................................................................................................. vi
List of Tables ................................................................................................................... ix
List of Abbreviations ......................................................................................................... x

CHAPTER ONE ............................................................................................................... 1
  1.1 Introduction ........................................................................................................ 1
  1.2 Background of the Study ................................................................................... 1
    1.2.1 Background of Aqaba Container Terminal ................................................. 4
  1.3 Problem Statement ............................................................................................. 6
  1.4 Research Question ............................................................................................. 9
  1.5 Research Objective ........................................................................................... 9
  1.6 Significance of the Study ................................................................................... 9
  1.7 Scope of the Study ............................................................................................ 10
  1.8 Definitions of Variables ................................................................................... 10
    1.8.1 Job Satisfaction ......................................................................................... 10
    1.8.2 Procedural Justice ..................................................................................... 11
    1.8.3 Distributive Justice .................................................................................... 11
  1.9 Organization of the Thesis Chapters .................................................................. 11
  1.10 Summary of the Chapter ................................................................................. 12

CHAPTER TWO ............................................................................................................ 13
  2.1 Introduction ...................................................................................................... 13
  2.2 Job Satisfaction ................................................................................................ 13
  2.3 Organizational Justice ...................................................................................... 15
    2.3.1 Distributive Justice ..................................................................................... 22
    2.3.2 Procedural justice ..................................................................................... 24
  2.4 Hypotheses Development ............................................................................... 25
    2.4.1 Relationship between Procedural Justice and Job Satisfaction .............. 25
    2.4.2 Relationship between Distributive Justice and Job Satisfaction .......... 26
  2.5 Conceptual Framework ................................................................................. 27
  2.6 Theoretical Perspective ................................................................................... 27
  2.7 Summary of the Chapter ................................................................................. 29
CHAPTER THREE ........................................................................................................ 30
  3.1 Introduction ...................................................................................................... 30
  3.2 Research Design ............................................................................................... 30
  3.3 Population and Sample .................................................................................... 31
    3.3.1 Sample Size ........................................................................................... 31
    3.3.2 Sampling Design .................................................................................... 32
  3.4 Measurement of Variables ............................................................................... 33
    3.4.1 Measurement of Distributive Justice ....................................................... 33
    3.4.2 Measurement of Procedural Justice ......................................................... 34
    3.4.3 Measurement of Job Satisfaction ............................................................ 35
  3.5 Instrumentation ................................................................................................ 36
  3.6 Instrument Validation ...................................................................................... 37
    3.6.1 Content Validation .................................................................................. 37
    3.6.2 Construct Validation ............................................................................... 37
  3.7 Research, Ethical Consideration ...................................................................... 38
  3.8 Data Collection Method ................................................................................... 39
  3.9 Method of Data Analysis ............................................................................... 39
    3.9.1 Pearson Product-Moment Correlation .................................................... 39
    3.9.2 Multiple Regression ............................................................................... 40
  3.10 Summary .......................................................................................................... 40

CHAPTER FOUR ........................................................................................................... 41
  4.1 Introduction ...................................................................................................... 41
  4.2 Data Screening and Treatment ......................................................................... 41
  4.3 Treatment of Outliers ...................................................................................... 42
  4.4 Assessment of Normality ............................................................................... 45
  4.5 Multicollinearity Test ...................................................................................... 47
  4.6 Reliability Test ................................................................................................ 48
  4.7 Respondents Profile ....................................................................................... 49
  4.8 Descriptive Statistics ..................................................................................... 51
  4.9 Hypotheses Testing ......................................................................................... 52
    4.9.1 Pearson Product-Moment Correlation Analysis .................................... 53
    4.9.2 Multiple Regression ............................................................................... 54
  4.10 Summary .......................................................................................................... 56

CHAPTER FIVE ............................................................................................................ 58
  5.1 Introduction ...................................................................................................... 58
  5.2 Overview of the Study ..................................................................................... 58
  5.3 Discussions ...................................................................................................... 59
    5.3.1 The influence of Distributive Justice on Job Satisfaction ................. 59
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.2 The influence of Procedural Justice on Job Satisfaction</td>
<td>60</td>
</tr>
<tr>
<td>5.4 Research Implications</td>
<td>61</td>
</tr>
<tr>
<td>5.4.1 Theoretical Implication</td>
<td>61</td>
</tr>
<tr>
<td>5.4.2 Practical Implication</td>
<td>62</td>
</tr>
<tr>
<td>5.5 Limitations and Recommendations of the Study</td>
<td>62</td>
</tr>
<tr>
<td>5.6 Conclusions</td>
<td>63</td>
</tr>
<tr>
<td>References</td>
<td>64</td>
</tr>
<tr>
<td>Appendix</td>
<td>77</td>
</tr>
</tbody>
</table>
List of Tables

Table 3.1 Measurement of Distributive Justice .........................................................34
Table 3.2 Measurement of Procedural Justice ..........................................................356
Table 3.3 Measurement of Job Satisfaction ............................................................36
Table 4.1 Z score for Checking Outliers .................................................................45
Table 4.2 Descriptive Result for Mahalanobis Distance .........................................46
Table 4.3 Result of Normality test ............................................................................47
Table 4.4 Correlation Matrix of the Exogenous Latent Construct .........................48
Table 4.5 Reliability Test .........................................................................................50
Table 4.6 Summary of the respondents’ profile ......................................................52
Table 4.7 Descriptive Statistics of the constructs ...................................................53
Table 4.8 Pearson Product-Moment Correlation Analysis ....................................55
Table 4.9 Model Summary ....................................................................................56
Table 4.10 Anova ....................................................................................................57
Table 4.12 Summary of Findings ............................................................................58
### List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRM</td>
<td>Human Resource Management</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resource</td>
</tr>
<tr>
<td>ACT</td>
<td>Aqaba Container Terminal</td>
</tr>
<tr>
<td>ASEZ</td>
<td>Aqaba Special Economic Zone</td>
</tr>
<tr>
<td>JDA</td>
<td>Joint Development Agreement</td>
</tr>
<tr>
<td>PPP</td>
<td>Public Private Partnership</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>UUM</td>
<td>Universiti Utara Malaysia</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
</tbody>
</table>
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
The contents of the thesis is for internal use only.
References


