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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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**UUM**  
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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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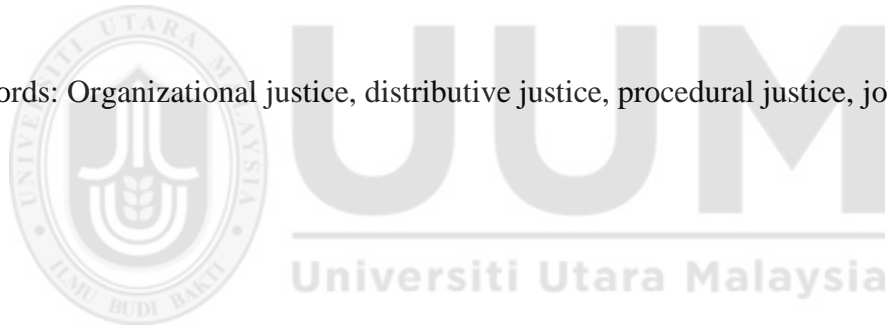


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## Abstract

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.



## 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



# 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

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