



UNIVERSITI PUTRA MALAYSIA

***MEDIATING ROLE OF ORGANISATIONAL JUSTICE ON INTERNAL
ALIGNMENT AND JOB PERFORMANCE AMONG LOCAL EMPLOYEES
IN JORDAN INDUSTRIAL ESTATES***

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SPE 2021 30



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By

KHTATBEH MOHAMED MAHMOUD A.

**Thesis Submitted to the School of Graduate Studies, Universiti Putra
Malaysia, in Fulfilment of the Requirements for the Degree of Doctor of
Philosophy**

November 2020

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DEDICATION

I dedicate this work to my father's soul, may Almighty Allah have mercy on him and reward Paradise.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment of the requirement for the degree of Doctor of Philosophy

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November 2020

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Job performance is a significant factor that organisations seek to increase and maintain in order to achieve strategic goals. In pursuit of excellence, a firm must attract and maintain highly qualified, talented employees effectively and efficiently. In order to achieve this, it is necessary to study the factors that affect the recruitment of qualified employees and study the factors that affect their performance and satisfaction. Among these factors is how to build the internal job structure on which to determine the value of salaries and wages for employees. The industrial sector in Jordan is one of the most important sectors that is considered a crucial tributary of the economy and contribute to the employment of a rigorous number of Jordanian talents, which thus contributes to reducing the increased problem of unemployment. Jordan Industrial Estates Company (JIEC), a vital semi-governmental organisation, manages six qualified industrial estates in Jordan by providing infrastructure and basic work facilities to attract investors and establish factories there. Jordan Industrial Estates (JIE) contributes to raising the gross domestic product (GDP) in addition to its influence in reducing the unemployment rates. Therefore, investigating one of the human resource practices that play a vital role in raising the level of employees' performance and retaining them was necessary, especially in JIE, where the percentage of Jordanian workers is decreasing compared to the total number of employees.

This study assessed the causal relationships in internal alignment (job analysis, job evaluation and internal pay structure) as a major factor affecting job performance. Another subject of examination was the mediating role of organisational justice on the relationship between these factors and job performance in terms of employees'

perception of justice regarding decisions on setting wages and salaries and the fairness of these payments when compared to similar jobs.

A review of literature and theories showed significant overlap in the structure and relationships of the factors and practices that affect job performance. This study examined the most essential of these factors related to how to determine employees' salaries and wages, as well as the extent of its impact on their performance, in addition to conceptualise these factors in a framework that shows these relationships. This study aimed to investigate the mediating effect of organisational justice on the relationship between internal alignment and job performance. For that, the researcher based this study on the vital and significant conceptualisations of the equity theory and the pay model.

This research employed a quantitative approach. The sample consisted of 690 Jordanian employees working in three industrial estates, chosen to represent the study population. Data were collected through a self-administrated questionnaire distributed to the study sample. Data analysis involved structural equation modelling (SEM) using Analysis of Moment Structures (AMOS) and Statistical Package for Social Sciences (SPSS) software tools.

The results of this study revealed a significant positive effect of two of the independent variables, job analysis and internal pay structure, on job performance. In contrast, no significant effect of job evaluation on job performance was found. Moreover, the study demonstrated that organisational justice partially mediates the relationship between each of the factors of job analysis, internal pay structure and job performance. Meanwhile, full mediation between job evaluation and job performance was noted.

In conclusion, the researcher believes that striving to raise and maintain the level of employees' performance through practices that affect their lives is vital for organisations. One facet of this endeavour involves achieving justice through using job analysis and internally comparing similar jobs as part of the decision-making process that determines employee salaries and wages. This approach will motivate employees to improve their performance and enhance retention. The results of this study have many practical and theoretical contributions which have been discussed.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**MEDIASI PERUBAHAN KEADILAN ORGANISASI TENTANG
PENJAJARAN DALAMAN DAN PRESTASI KERJA DI KALANGAN
PEKERJA TEMPATAN DI INDUSTRI ESTET DI JORDAN**

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Prestasi kerja adalah faktor penting yang ingin ditingkatkan dan dikekalkan oleh organisasi untuk mencapai tujuan strategik. Untuk mencapai kecemerlangan, syarikat mesti menarik dan mengekalkan pekerja yang berkeelayakan dan berbakat dengan berkesan dan cekap. Untuk mencapainya, adalah perlu untuk mengkaji faktor-faktor yang mempengaruhi pengambilan pekerja yang berkeelayakan dan mengkaji faktor-faktor yang mempengaruhi prestasi dan kepuasan mereka. Antara faktor tersebut ialah bagaimana membina struktur pekerjaan dalaman yang menentukan nilai gaji dan upah untuk pekerja. Sektor perindustrian di Jordan adalah salah satu sektor yang paling penting yang dianggap sebagai anak sungai penting dalam ekonomi dan menyumbang kepada penggunaan sejumlah besar bakat Jordan, yang dengan demikian menyumbang untuk mengurangkan peningkatan masalah pengangguran.

Syarikat Estet Perindustrian Jordan (JIEC), sebuah organisasi separa kerajaan yang penting, menguruskan enam kawasan industri yang berkeelayakan di Jordan dengan menyediakan infrastruktur dan kemudahan kerja asas untuk menarik pelabur dan mendirikan kilang di sana. Kawasan Perindustrian Jordan (JIE) menyumbang untuk meningkatkan produk domestik kasar (KDNK) di samping pengaruhnya dalam mengurangkan kadar pengangguran. Oleh itu, mengenalpasti salah satu amalan sumber manusia yang memainkan peranan penting dalam meningkatkan tahap prestasi pekerja dan mengekalkannya adalah perlu, terutama di JIE, di mana peratusan pekerja Jordan menurun berbanding dengan jumlah pekerja.

Kajian ini menilai hubungan kausal dalam penyelarasan dalaman (analisis pekerjaan, penilaian pekerjaan dan struktur gaji dalaman) sebagai faktor utama

yang mempengaruhi prestasi kerja. Subjek pemeriksaan lain adalah peranan perantara keadilan organisasi terhadap hubungan antara faktor-faktor ini dan prestasi kerja dari segi persepsi pekerja terhadap keadilan mengenai keputusan menetapkan gaji dan kewajaran pembayaran ini jika dibandingkan dengan pekerjaan serupa.

Kajian literatur dan teori menunjukkan pertindihan yang signifikan dalam struktur dan hubungan faktor dan amalan yang mempengaruhi prestasi kerja. Kajian ini mengkaji faktor-faktor yang paling mustahak berkaitan dengan cara menentukan gaji dan upah pekerja, serta sejauh mana kesannya terhadap prestasi mereka, di samping konsep faktor-faktor ini dalam kerangka yang menunjukkan hubungan ini. Untuk itu, penyelidik membuat kajian ini berdasarkan konsep konseptualisasi teori ekuiti dan model gaji.

Penyelidikan ini menggunakan pendekatan kuantitatif. Sampel terdiri daripada 690 pekerja Jordan yang bekerja di tiga kawasan industri, dipilih untuk mewakili populasi kajian. Data dikumpulkan melalui soal selidik yang dikendalikan sendiri yang diedarkan secara sampel kajian. Analisis data melibatkan pemodelan persamaan struktur (SEM) menggunakan alat perisian Analisis Moment Struktur (AMOS) dan Pakej Statistik untuk Sains Sosial (SPSS).

Hasil kajian ini menunjukkan kesan positif yang signifikan dari dua pemboleh ubah bebas, analisis pekerjaan dan struktur gaji dalaman, terhadap prestasi kerja. Sebaliknya, tidak ada kesan penilaian pekerjaan yang signifikan terhadap prestasi kerja. Lebih-lebih lagi, kajian menunjukkan bahawa keadilan organisasi sebahagiannya memediasi hubungan antara setiap faktor analisis pekerjaan, struktur gaji dalaman dan prestasi kerja. Sementara itu, perantaraan penuh antara penilaian pekerjaan dan prestasi kerja diperhatikan.

Sebagai kesimpulan, penyelidik percaya bahawa berusaha untuk meningkatkan dan mengekalkan tahap prestasi pekerja melalui amalan yang mempengaruhi kehidupan mereka sangat penting bagi organisasi. Salah satu aspek usaha ini melibatkan mencapai keadilan dengan menggunakan analisis pekerjaan dan membandingkan secara dalaman pekerjaan yang serupa sebagai sebahagian daripada proses membuat keputusan yang menentukan gaji dan upah pekerja. Pendekatan ini akan memotivasi pekerja untuk meningkatkan prestasi dan meningkatkan pengekalannya. Hasil kajian ini mempunyai banyak sumbangan praktikal dan teori yang telah dibincangkan.

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This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

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TABLE OF CONTENTS

	Page
ABSTRACT	i
ABSTRAK	iii
ACKNOWLEDGEMENTS	v
APPROVAL	vi
DECLARATION	viii
LIST OF TABLES	xiv
LIST OF FIGURES	xv
LIST OF ABBREVIATIONS	xvi
CHAPTER	
1 INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.2.1 Jordan's Economic Situation	4
1.2.2 Overview of Jordan Industrial Estates Company (JIEC)	5
1.3 Problem Statement	5
1.4 Research Questions	8
1.5 Research Objectives	9
1.6 Scope of the Study	10
1.7 Significance of the Study	11
1.8 Definition of Terms	12
1.8.1 Internal Alignment	12
1.8.2 Job Analysis	12
1.8.3 Job Evaluation	13
1.8.4 Internal Pay Structure	13
1.8.5 Organisational Justice	13
1.8.6 Job Performance	13
1.9 Thesis Organisation	14
2 LITERATURE REVIEW	15
2.1 Introduction	15
2.2 Job Performance	15
2.2.1 The Concept of Job Performance	15
2.2.2 Factors Affecting Job Performance	16
2.2.3 Measures of Job Performance	18
2.2.4 Performance as a Multi-Dimensional Concept	19
2.2.5 Job Attitude	21
2.2.6 Job Satisfaction	22
2.2.6.1 Factors Determining Job Satisfaction	23
2.2.6.2 Job Satisfaction and Employee Performance	23
2.2.7 Turnover	24
2.3 Internal Alignment	25
2.4 Human Resource Practices	29
2.5 Job Analysis	30
2.5.1 Job Description	32

2.5.2	Job Specification	33
2.5.3	Relationship between Job Analysis and Job Performance	33
2.6	Job Evaluation	36
2.6.1	Relationship between Job Evaluation and Job Performance	38
2.7	Employees' Compensation	39
2.7.1	Constitution of Good and Adequate Compensation	42
2.7.2	Pay Variation	43
2.7.3	Empirical Evidence	44
2.8	Internal Pay Structure	45
2.8.1	Content and Value	46
2.8.2	Salary and Wages	46
2.8.3	Relationship between Internal Pay Structure and Job Performance	48
2.9	Organisational Justice	50
2.9.1	Organisational Justice Dimensions	51
2.9.2	Relationship between Job Analysis and Organisational Justice	54
2.9.3	Relationship between Job Evaluation and Organisational Justice	55
2.9.4	Relationship between Pay Structure and Organisational Justice	55
2.9.5	Relationship between Organisational Justice and Job Performance	56
2.10	Underpinning Theory	58
2.10.1	Pay Model	58
2.10.2	Equity Theory	59
2.10.3	The Relative Deprivation Theory	61
2.10.4	Tournament Theory and Pay Gaps	62
2.11	Theoretical Framework	62
2.12	Hypothesis of the study	64
2.13	Conceptual Framework	65
2.14	Summary	65
3	METHODOLOGY	67
3.1	Introduction	67
3.2	Research Philosophy	67
3.3	Research Design	68
3.4	Location of Study	69
3.5	Population	70
3.6	Sampling	70
3.6.1	Sampling Frame	70
3.6.2	Sample Size	71
3.6.3	Stratified Random Sampling	72
3.6.4	Sampling Technique	72
3.7	Research Instrument	75
3.7.1	Translation of Research Instrument	75
3.7.2	The Cover Letter	76
3.8	Measurement Scale	76

3.9	Measurement of Variables	77
3.9.1	Job Analysis	78
3.9.2	Job Evaluation	78
3.9.3	Internal Pay Structure	78
3.9.4	Organizational Justice	78
3.9.5	Job Performance	79
3.10	Pilot Study	79
3.11	Data Collection	80
3.12	Qualitative Methodology	81
3.13	Data Preparation	82
3.13.1	Data Screening and Cleaning	82
3.13.2	Non-response Rate	83
3.13.3	Missing Data	83
3.13.4	Assessment of Outliers	83
3.13.5	Assessment of Data Normality	84
3.14	Data Analysis	85
3.14.1	Unit of Analysis	85
3.14.2	Analytical Procedure	86
3.14.3	Descriptive Statistics	86
3.14.4	Structural Equation Modelling (SEM)	86
3.15	Summary	87
4	RESULTS AND DISCUSSIONS	88
4.1	Introduction	88
4.2	Demographic Profile	88
4.3	Confirmatory Factor Analysis	91
4.3.1	CFA of Job Analysis	91
4.3.2	CFA of Job Evaluation	92
4.3.3	CFA of Internal Pay Structure	93
4.3.4	CFA of Distributive Justice	95
4.3.5	CFA of Procedural Justice	96
4.3.6	CFA of Task Performance	97
4.3.7	CFA of Contextual Performance	98
4.3.8	Second Order CFA of Job Performance	99
4.3.9	Second Order CFA of Organisational Justice	100
4.4	Measurement Model	101
4.5	Structural Equation Modelling (SEM) Analysis	104
4.6	Analysing the Mediating Effect	106
4.7	Interview Results	110
4.7.1	Interview results of company A	111
4.7.2	Interview results of company B	112
4.7.3	Interview results of company C	113
4.7.4	Interview results of company D	115
4.7.5	Interview results of company E	116
4.7.6	Interview results of company F	117
4.8	Discussion	118
4.8.1	Effects of Internal Alignment on Job Performance	119
4.8.2	Effects of Internal Alignment on Organisational Justice	121
4.8.3	Effects of Organisational Justice on Job Performance	123

4.8.4	Mediating Effect of Organisational Justice o Internal Alignment and Job Performance	125
4.9	Summary	126
5	SUMMARY, CONCLUSION AND RECOMMENDATIONS	127
5.1	Introduction	127
5.2	Summary of the Study	127
5.3	Implications	128
5.3.1	Theoretical Implications	129
5.3.2	Practical Implications	130
5.4	Limitations of the Study	131
5.5	Conclusion	131
5.6	Recommendations	132
5.6.1	For Practical Application	132
5.6.2	For Future Research	133
	REFERENCES	135
	APPENDECIES	171
	BIODATA OF STUDENT	187
	LIST OF PUBLICATIONS	188

LIST OF TABLES

Table	Page	
1.1	JIE Companies and Workers Number	6
3.1	The number of employees in each industrial estate and its percentage of the total number of Jordanian workforce	71
3.2	Number of employees per industrial sector in the three selected industrial estates. Numbers in each cell are counts and percentages in parentheses	72
3.3	Sample size required stratified by industrial sector and gender for the three industrial estates selected	73
3.4	Main Variables Measurements	77
3.5	Cronbach's Alpha Values	80
4.1	Demographic Profile	90
4.2	Factor loadings, AVE and construct reliability of Job Analysis	91
4.3	Factor loadings, AVE and construct reliability of Job Evaluation	93
4.4	Factor loadings, AVE and construct reliability of internal pay structure	94
4.5	Factor loadings, AVE and construct reliability of Distributive Justice	95
4.6	Factor loadings, AVE and construct reliability of Procedural Justice	96
4.7	Factor loadings, AVE and construct reliability of Task Performance	97
4.8	Factor loadings, AVE and construct reliability of Contextual Performance	99
4.9	Constructs Validity and Reliability of the measurement model	103
4.10	Discriminant Validity	104
4.11	Path Co-efficient Results	105
4.12	Mediation Effect of Job Analysis on Job Performance through Organisational Justice	107
4.13	Mediation Effect of Job Evaluation on Job Performance through Organisational Justice	107
4.14	Mediation Effect of Internal Pay Structure on Job Performance through Organisational Justice	108
4.15	Summary of all hypotheses results	110

LIST OF FIGURES

Figure		Page
2.1	What Shapes Internal Structure	27
2.2	Consequences of an Internally Aligned Pay Structure	45
2.3	Pay Model	59
2.4	Equity Theory Model	61
2.5	Theoretical Framework	64
2.6	Proposed Research Framework	65
3.1	Sampling Technique Process	74
3.2	Major Steps Involved in the Analysis of Data	86
4.1	Initial and Final CFA of Job Analysis	92
4.2	Initial and Final CFA of Job Evaluation	93
4.3	Initial and Final CFA of Internal Pay Structure	94
4.4	Initial and Final CFA of Distributive Justice	95
4.5	Initial and Final CFA of Procedural Justice	97
4.6	Initial and Final CFA of Task Performance	98
4.7	Initial and Final CFA of Contextual Performance	99
4.8	2nd order CFA of Job Performance	100
4.9	2nd order CFA of Organisational Justice	101
4.10	Overall measurement model	102
4.11	Overall structural model	105
4.12	Comparison between direct model and mediation model	109

LIST OF ABBREVIATIONS

AGFI	Adjusted Goodness-Of-Fit Indices
AMOS	Analysis of Moment Structures
AVE	Average Variance Extracted
CEO	Chief Executive Officer
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
DOS	Department of Statistics
CR	Construct Reliability
GDP	Gross Domestic Product
GFI	Goodness-Of-Fit Indices
HR	Human Resources
HRM	Human Resources Management
IL	Investment Law
ILO	International Labour Organisation
IPS	Internal Pay Structure
ITUC	International Trade Union Confederation
JA	Job Analysis
JCI	Jordan Chamber of Industry
JD	Jordanian Dinar
JE	Job Evaluation
JIE	Jordan Industrial Estates
JIEC	Jordan Industrial Estates Company
JLW	Jordan Labour Watch
JMITS	Jordan Ministry of Industry-Trade and Supply
JML	Jordan Ministry of Labour
JP	Job Performance
LB	Lower Bound
MI	Modification Indices
NFI	Normed Fit Index
OJ	Organisational Justice
RMSEA	Root Mean Square Error Of Approximation
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Science
TLI	Tucker- Lewis Coefficient Index
UB	Upper Bound
USD	United States Dollar
WSB	World Statistics Pocketbook

CHAPTER 1

INTRODUCTION

1.1 Introduction

Employee and organisational performance play a critical role in a creating competitive advantage over other organisations worldwide, especially in the current business environment, which is characterised by rapid change and adaptation to different circumstances. Accordingly, organisations must analyse the factors that affect job performance, an integrated set of skills, abilities, motivation and opportunities that underpin overall organisational performance (Gridwichai, Kulwanich, Piromkam, and Kwanmuangvanich, 2020). The researchers added, because job performance is employees' main contribution to productivity, identifying and developing the underlying motivations and barriers affecting job performance should be an organisational priority.

This study seeks to demonstrate the impact of internal alignment techniques as well as employees' perception of justice on job performance. In this chapter, the theoretical background related to this study will be covered, an overview of Jordan Industrial Estates Company, where this study was conducted, in order to clarify the statement of the study problem. This chapter includes also; the research questions, the objectives of the study, the significance of the study, and finally the definition of the study terms as it was covered in the previous literature and as it is used in this study.

1.2 Background of the Study

Job performance is one of the most influential and decisive elements affecting an organisation's performance and reputation, especially at the present time where the work environment is quickly evolving (Anesukanjanakul, Banpot, and Jernsittiparsert, 2019; Jernsittiparsert, Suan, and Kaliappen, 2019). The importance of job performance has taken root, increasing over the past several years to become the predominant variable in any organisation. This factor has consequently assumed priority in all aspects of the job and in administrative contexts (Gridwichai et al., 2020).

Job performance is not confined to one area; instead, this concept focuses on an employee's life satisfaction in general. It has a prominent role in an organisation's progress and development, reflecting the employee's contribution to the company's success and effectiveness (Korkaew and Suthinee, 2012). Job performance has become a significant issue that reflects the provision of satisfactory and safe environmental factors in the workplace, significantly affecting the employees and contributing to the achievement of the organisation's strategic objectives

(Vratskikh, Masa'deh, Al-Lozi, and Maqableh, 2016). Increasing job performance requires employees to work continuously to develop their skills and knowledge in all areas of work, that they may remain productive and able to compete steadily (Jalagat, 2017). Their diligence and acquisition of new skills and knowledge will allow employees to achieve better performance and increase their efficiency, contributing to achieving the strategic goals of the organisation (Gridwichai et al., 2020).

The significance of this topic is underlined by its status as the most searched topic in human resources (HR) and organisational behaviour, seizing researchers' interest in various forms and scenarios (Kappagoda, Othman, and Alwis, 2014). In general, job performance represents the good performance of the employee in his work and can refer to employees' ability to achieve their goals in the organisations where they work. Moreover, this phenomenon is related to self-performance and does not depend on the external factors of evaluation (Jacobs, Hellman, Wuest, and Markowitz, 2013). Accordingly, since the employees are the backbone of any organisation, the administration must realise the importance of the employee more than the job itself, where the performance of employees represents the bright spot in achieving the goals of the organisation (Jalagat, 2017).

Researchers have investigated job performance in areas such as marketing (Korschun, Bhattacharya, and Swain, 2014), industrial companies (Menges, Tussing, Wihler, and Grant, 2014) and telecommunications (Sykes and Venkatesh, 2017). Scholars have also considered various difficult working conditions, such as work stress (Ehsan and Ali, 2019), along with methods and levels of compensation and payment (Menges et al., 2014) and the ideas and attitude of staff (Dane and Brummel, 2013).

Researchers have considered employee performance the most effective variable within the organisation. This factor depends mainly on the employees' readiness and ability to perform their work, leading to increased productivity and performance (Naharuddin and Mohammad, 2013). Moreover, job performance directly affects an organisation's profitability (Bevan, 2012). Conversely, poor job performance will lead to lower productivity, negatively impacting profitability and weakening organisational effectiveness as a whole (Masi and Cooke, 2008; Okoye and Ezejiofor, 2013).

Job performance is a key indicator for judging the success of an organisation and comparing it with other organisations. Discipline within the organisation and the roles clarification of its HR functions, considered the main parts of the organisation, are essential components (Ganahre, Bello, and Abdullah, 2018). Furthermore, the performance of HR heavily impacts organisation performance; scholars have shown that two organisations, equal in all areas in terms of technology and financial resources, can differ in output based on the performance of their HR (Balel and Abu Sen, 2016).

Researchers have defined job performance from several different perspectives. For example, Sonnentag and Frese (2005) defined this term as a group of activities and behaviours that employees perform to achieve the objectives of the organisation. In contrast, Moorhead and Griffin (1999) saw this concept as an integrated set of employee behaviours that the organisation expects them to offer to perform their work. In a similar vein, job performance has been defined as a set of noticed behaviours offered by employees, which are linked to the achievement of the organisation's objectives (Campbell, McHenry, and Wise, 1990). Going further, Murphy and Kroecker (1988) called this phenomenon an act of an individual's performance on particular tasks that include ideal job descriptions and is influenced by factors such as keeping close interpersonal relations, absenteeism, withdrawal actions, and other actions that raise risks at the workplace.

The government, in an effort to improve productivity, will encourage improving job performance through enhancing the factors that boost it. Recent research has demonstrated a relationship between the development and improvement of organisations and job performance. Thus, the effort to increase productivity necessitates identifying and studying all the primary aspects affecting employee performance. Six of these factors include the workplace environment, organisational structure, knowledge, skills, reward and attitude (Hijry and Haleem, 2017).

Organisations, whether in the private or public sector, generally realise that they must strike a balance between the employees' contribution to the organisation and the contribution of the organisation to the employee. Creating this balance between the organisation and the employee constitutes a vital reason for establishing an appropriate compensation system that will motivate employees to enhance their performance and increase their productivity accordingly (Balogun and Omotoye, 2020). Thus, an organisation that gives employees appropriate salaries and wages for the work they do, along with incentives and rewards, is likely to achieve employee satisfaction and increase their level of performance (Gridwichai et al., 2020).

Performance is a dual task for both individual and organisation, leading to the success of the organisation and achieving its goals while offering a source of satisfaction for the employee (Muchhal, 2014). In the case of Jordan, the country where this study was based, organisations are seeking to improve their performance and achieve their objectives by maintaining qualified HR as the most crucial factor in creating a competitive advantage for the organisation. In a study that investigated the determinants of employees' performance in Jordan's industrial sector, Dahkoul (2018) argued that employees' performance was a critical factor contributing to the success of organisations, with the success or failure of organisations depending on the performance of their employees. He added that because of the enormous competition in the labour market, organisations find themselves forced to try to create and then maintain a competitive advantage. Moreover, globalisation has caused all world economies to share the same situation and face the same difficulties.

On a related note, Al-omari and Okasheh (2017) noted the importance of employee performance in Jordanian organisations. They declared that organisations in Jordan, like other organisations, needed to treat their employees well to preserve their competitive position among international organisations. Since good performance on the part of HR leads to efficient completion of work, factors that enhance performance can increase the competitiveness of these companies in the face of intense global competition.

In another study, Abuhashesh, Al-Dmour, and Masa'deh (2019) sought to identify factors exerting a direct impact on employee satisfaction and performance to motivate them and retain them as long as possible. The factors discussed included salaries and wages, organisational culture, job satisfaction and stress, training, development, promotion and job security. The study found that employees in Jordan's industrial sector focused more on salaries and wages in addition to their job positions than any other factor.

1.2.1 Jordan's Economic Situation

Jordan is a small area and a medium-income country compared to neighbouring countries. Scholars see the labour market as a significant and serious challenge facing Jordan since the global economic recession began in 2008. Accordingly, the Jordanian government must focus on establishing suitable jobs for its citizens. The following brief statement on the overall economic situation in Jordan helps to clarify the study problem.

According to the Department of Statistics in Jordan (DOS), Jordan's population has increased from 5.6 million in 2004 to 9.56 million in 2015, reaching 10.56 million in 2020, reflecting growth of 5.3 percent (DOS, 2020). However, Jordan's labour market is weak because of the bad economic situation. According to the World Statistics Pocketbook (WSB), the country's gross domestic product (GDP) declined from 7.9 percent in 2008 to 2.6 percent in 2013, continuing to decrease to 1.8 percent in 2019 (WSB, 2009, 2013, 2019). According to the International Labour Organisation (ILO), these figures resulted in a lack of consensus between the growth of GDP and the number of new workers offered based on the increment of population, as the entry of new labour requires growth in GDP up to 9.3 percent (ILO, 2017). This difference between labour market inputs from Jordanian individuals and the growth of the labour market will lead to compulsory unemployment.

The Jordanian government has heavily focused on creating new job opportunities to reduce the unemployment rate, which was 12.7 percent in 2008 but has reached 19.3 percent in 2020 (DOS, 2020). The most imperative investment was the establishment of qualified industrial estates in many governorates of the Kingdom, aiming to attract foreign investment by accommodating various factories through agreements with the United States of America and other foreign countries. Creating new job opportunities will increase government revenues through exportation and

increase the influx of foreign currencies to maintain the stability of the Jordanian economy.

1.2.2 Overview of Jordan Industrial Estates Company (JIEC)

Jordan Industrial Institution was established in 1980 to serve as a facilitator for industrial affairs. Later on, it became one of the main tributaries of the Jordanian economy through the outputs of the companies. The institution was transformed into a company, named Jordan Industrial Estates Company (JIEC), which became the official and legal successor to the institution. The company has carried out numerous projects to promote Jordan through huge infrastructure logistics services, offered to attract foreign investment (Al-Zoubi, 2012).

Jordan is striving to enhance the investment environment through the Investment Law (IL) for 2008, which established JIEC as a private shareholding company. The industrial estates were later defined as developed zones, where the investors receive benefits in the form of the advantages and incentives that the law provides in a serious effort to encourage investment and establish industrial enterprises (Al-Zoubi, 2012).

The company is responsible for establishing, developing and managing the industrial estates in different regions of Jordan, applying unified policies and rules for all estates. The main objective for establishing industrial estates is to provide the appropriate environment and infrastructure necessary to encourage and attract investment and take advantage of benefits provided by the agreements signed with other countries (JIEC, 2018).

1.3 Problem Statement

Job performance is a challenge for companies operating in Jordan Industrial Estates. The continued declining in the ratio of local Jordanian employees in these estates to the total number of employees of various nationalities may be an important indicator of their dissatisfaction and performance. The level of salaries and wages can be a particular challenge for those working in these companies affecting their performance. Previous studies examined the effect of salaries and wages on employee performance, but this study tries to examine the effect of the foundations and rules on which salaries and wages are based and how they are allocated to each job separately. This study also attempts to study the employees' perception of justice when comparing themselves to other employees in terms of duties required and salaries paid. However, there is a major factor that has not been studied in the Jordanian industrial estates, which is how internal alignment (job analysis, job evaluation, and internal pay structure) as independent variables working together in building the salary and wage structure can affect the performance of employees through their perception of fairness in their application.

The variables of this study were studied in several organisations in different countries separately. The gap here is that these variables will be studied for the first time together within the internal alignment in Jordan Industrial Estates. The study problem statement will try to find if there are any relationships between the variables, and determine their effect on job performance in addition to investigating whether organisational justice mediates the relationship between them.

Jordan Industrial Estates should be one of the largest sectors that provide jobs for Jordanian work seekers, as the most crucial purpose of its establishment is the creation of new job opportunities for Jordanians work seekers, in light of the fact that the unemployment rate reached ١٣ percent in 2020 (DOS, 2020). It was also stipulated that a certain percentage of Jordanians would be employed in these companies in order to reduce the increasing unemployment rate in Jordan. However, the percentage of Jordanian employees out of the total number of employees at factories working in Jordan Industrial Estates is decreasing. According to JIEC, Jordan Chamber of Industry (JCI), and Jordan Ministry of Industry-Trade and Supply (JMITS) reports, Jordanian workers constituted 65.4 percent of the total number of workers in 2008, but this number diminished to 55.6 percent in 2013 and continued to decline, reaching 40.9 percent in 2018 (JIEC, 2008, 2012, 2018; JMITS, 2018; JCI, 2018). Table 1.1 shows the number of companies and workers in JIEC.

Table 1.1: JIE Companies' and Workers' Numbers

Estate	2008	2012	2013	2014	2015	2016	2017	2018
Number of Companies	512	569	617	743	768	792	869	843
Total Number of Workers	38437	33333	39458	48488	44855	45339	56964	55811
Jordanian Workers	25155	19076	21933	26242	21082	21205	23521	22843
Foreign Workers	13282	14257	17525	22246	23773	24134	33443	32968
Percentage of Jordanian Workers	65.4%	57.2%	55.6%	54.1%	47%	46.8%	41.3%	40.9%

[Source: JIEC, JCI, JMITS (2008, 2012, 2013, 2014, 2015, 2016, 2017 and 2018)]

Several decades ago, the wage rate determined the length of employment, but a wide variety of factors now dictate retention. For example, long working hours, low salaries and wages in addition to a poor work environment have created pressure on workers to strike in protest and express their dissatisfaction, pushing some to quit their jobs (Hom, Lee, Shaw, and Hausknecht, 2017). On a related note, Abuhashesh et al. (2019) conducted a study on several factors such as salaries and wages, training, job satisfaction and stress that may have an impact on employees' performance and retention in Jordan's industrial sector. They found that salaries and wages had the most influence on employees' performance and intention to quit.

Internal alignment plays a vital role in employee performance and retention, as it is the main factor affecting their satisfaction by building a suitable pay structure for each job as compared to the tasks required of its occupant. Its techniques application, which include job analysis, job evaluation, as well as internal pay structure, directly affect employees' sense of satisfaction within the organisation, as salaries and wages are the heart of the threat to employee performance and retention. The poor internal alignment increased the feeling of injustice among the employees and led them to many strikes that affected their performance. According to International Trade Union Confederation (ITUC) reports, factory workers went on strike in 2007 to protest low wages: 169 US Dollar (USD) for work of up to 78 hours per week (ITUC, 2008). In addition, according to the Jordanian Labor Watch (JLW), workers have also gone on strike several times from 2011 to the present, in protest against the ongoing violations of their rights and their low salaries (JLW, 2011 and 2019).

Obasan (2012) concluded that compensation strategy is a crucial HR practice in an organisation, having a direct, significant impact on employee performance and productivity as well as the growth of the organisation in general. Therefore, he recommended the necessity of establishing an effective, fair compensation system for employees to achieve their goals and objectives. In addition, Bergmann and Scarpello (2001) stated that fair compensation system can motivate employees to work harder, leading to an increase in their performance and achieving the organisation's expectations and goals.

Furthermore, studies have viewed an organisation's compensation system as a vital element in retaining and improving the level of employee performance. Scholars have also argued that employees' perception of equity and justice in implementing a company's compensation and rewards system motivates them to improve their performance to fulfil their personal capability in pursuit of more rewards and benefits (Baptiste, 2008; Goncharuk and Monat, 2009; Njoroge, Kwasira, Wambui Njoroge, and Kwasira, 2015).

Although many studies noted the relationship between alignment and performance, not all of them have supported the idea that a direct relationship exists between organisational alignment and employee performance. On the other hand, many studies have emphasised the relationship between alignment and performance as a significant relationship under particular conditions (Joshi, Kathuria, and Porth, 2003; Kathuria, Joshi, and Porth, 2007). Moreover, evidence is lacking in support of the idea of an existing relationship between alignment and perceived employees' performance in spite of the importance of outcomes of the alignment to enhance employee's performance. Furthermore, the literature on this subject has neglected horizontal alignment; hence, this topic requires more investigation (Gerow, Thatcher, Grover, and Roth, 2014; Hossain, Sohrab, Jamshid, and Mahmood, 2012).

According to Agburu (2012), equity and justice must be inherent in wages and salaries, at least from employees' point of view. Adding that any unfairness in

salaries and wages will spur employee anger, he emphasised the need for equity and justice in rewarding employees. Moreover, Brown, Sturman and Simmering (2003) argued that not considering justice among various jobs will motivate employees to change jobs, if possible, driving a lack of individual efficiency and satisfaction. In addition, Dickson, Ford and Upchurch (2006) argued that the measured internal alignment significantly relates to a high level of performance and desired outcomes. The researchers added that their survey data indicated a high outcome in terms of job satisfaction resulting from this alignment.

Employees tend to compare their qualifications and the amount of compensation they receive with those for similar jobs in the same organisation to judge pay justice. However, little research has examined the specific factors that affect the perception of equity among employees towards the internal pay structure. Internal alignment has been observed as a main factor in employee satisfaction and performance, but few studies have examined the effect of internal alignment (job analysis, job evaluation and internal pay structure) on employee performance in terms of equity and justice.

Besides, significant overlap is observable in current and past studies regarding the extent and how the administration of salary and wages affects job performance. However, most studies did not use appropriate methodologies, since most were based on nonparametric data, which seriously affected their data analysis and consequently influenced their results (Ileka and Muogbo, 2020).

To the researcher's knowledge, no recent studies have shown how internal alignment techniques (job analysis, job evaluation, and internal pay structure) affect employee performance. Moreover, no research has been found to show the effect of internal alignment on employee performance from the point of view of workers in industrial companies in Jordan Industrial Estates. Neither have any studies emerged about organisational justice as a mediating variable in the relationship between internal alignment and job performance. Hence, workers in industrial companies may suspect that they are not compensated with salaries and wages equivalent to the value of work they add. This concern may result in impaired job performance or generate an intention to quit and look for a job elsewhere. Thus, the main purpose of this study is to examine the prediction and mediation effect of organisational justice in the relationship between internal alignment (job analysis, job evaluation, internal pay structure) and job performance.

1.4 Research Questions

Based on the problem statement, the study aims to answer the following research questions:

1. To what extent do (job analysis, job evaluation, internal pay structure) influence job performance among local employees in Jordan Industrial Estates?
2. How might local employees perceive justice in the process of internal alignment (job analysis, job evaluation, internal pay structure) in Jordan Industrial Estates?
3. How would local employees in Jordan Industrial Estates describe organisational justice as a factor of increased job performance?
4. To what extent might organisational justice mediate the relationship between internal alignment (job analysis, job evaluation, internal pay structure) and job performance among local employees in Jordan Industrial Estates?

1.5 Research Objectives

The main objective of this study is to examine the prediction and mediation effect of organisational justice in the relationship between internal alignment (job analysis, job evaluation, internal pay structure) and job performance among local employees in Jordan Industrial Estates.

Specific Objectives:

1. To evaluate the influence of internal alignment (job analysis, job evaluation, internal pay structure) on job performance among local employees in Jordan Industrial Estates.
2. To analyse the employees perception of justice in the process of internal alignment (job analysis, job evaluation, internal pay structure) among local employees in Jordan Industrial Estates.
3. To measure whether organisational justice increase job performance among local employees in Jordan Industrial Estates.
4. To assess the extent of the mediation effect of organisational justice on the relationship between internal alignment (job analysis, job evaluation, internal pay structure) and job performance among local employees in Jordan Industrial Estates.

1.6 Scope of the Study

The main objective of this study is to investigate the mediation effect of organisational justice on the relationship between internal alignment (job analysis, job evaluation, internal pay structure) and job performance among local employees in Jordan Industrial Estates. According to Jordan Ministry of Labour (JML), the workers in the industrial companies operating in the Jordanian industrial estates represent a large percentage up to 37% of the total workers in the industrial sector, which is the largest sector in Jordan. Since it is divided to six sectors; food industries, textile and cotton industries, chemical manufacturing industries, printing and paper industries, engineering industries, and lastly other industries (JML, 2019). The focus of this research is on all these sectors together since it has the same facilities and work environment in the estates, and working under the same investment conditions that had been determined by the government.

Jordan Industrial Estates Company is responsible for establishing, developing and managing the industrial estates in different regions of Jordan. It manages six estates distributed in different parts of Jordan. Two estates in northern Jordan, namely, Al-Hassan Industrial Estate, and Al-Mafraq Industrial Estate, two estates in the middle of Jordan, namely, Al-Muwaqqar Industrial Estate, and Abdullah II Industrial Estate, and two estates in southern of Jordan, namely, Al-Hussein Bin Abdullah II Industrial Estate, and Aqaba International Industrial Estate.

The study focuses on Jordanian workers in the industrial estates in the last twelve years since the beginning of the global economic crisis, their feeling towards the companies where they work, in addition to their satisfaction with the level of wages and salaries they receive and its impact on their performance. This research study includes three independent variables: job analysis, job evaluation and internal pay structure (salary and wage). Meanwhile, the dependent variable is employee job performance, and the mediating variable is organisational justice.

The researcher believes that achieving the aforementioned objectives is critical to investigating the level of performance of Jordanian workers in the industrial estates, as well as the factors affecting their performance level, in order to propose feasible solutions. All 843 factories operating in Jordan Industrial Estates have been selected for study. Within the scope of this research, it is expected that a lack of internal alignment (job analysis, job evaluation, internal pay structure) leads to a low level of performance accompanied by an intention to leave work. This study aims to answer the questions related to the study problem to discover any relationship between these factors and employees' performance. The investigation also seeks to identify the effect of organisational justice as a mediating variable on the relationship between the study variables.

1.7 Significance of the Study

Many studies have evaluated alignment as a fit between levels, practices and functions within an organisation as well as outside factors and their influence on their performance (Alegre and Chiva, 2004; Joshi et al., 2003; Kathuria et al., 2007; Sun and Hong, 2002). This study suggests that internal alignment affects employees' job performance and examines the relationship between internal alignment, organisational justice and job performance. Throughout this study, the researcher presents the greatest reasons for establishing aligned compensation system to increase employee performance. This research area is significant, as previous researchers did not assign the utmost importance the fair wages and salaries of workers as a motivator for work, especially in the face of employers who are trying to maximise profits by minimising costs, including salaries and wages.

The findings of this study could help both scholars and practitioners understand how the implementation of equity and justice during the development of an internal pay structure can lead to raising the level of job performance. The contributions of this study provide new insights to the body of knowledge in this field, closing the research gap in this area. Hopefully, the study will encourage new research on other variables relating to equity theory that may affect this relationship. This study has both theoretical and practical implications.

From a theoretical perspective, this study contributes to literature related to job performance as well as compensation in industrial companies. This study provides an additional insight into the role of internal alignment by applying correct rules and procedures to build the wage and salary structure, so that they make jobs proportional to each other in terms of the percentage of wages paid to the effort made by their occupants. This study provides a perception of how the foundations upon which the internal wage structure is built, including job analysis and job evaluation, affects employees' satisfaction with their payments and how this affects their performance.

Compared to previous studies, this study focuses on the necessity of paying fair wages and salaries commensurate with the effort and performance of employees in their jobs. On a related note, the research examines preferred ways to grant fair pay structure for employees. Thus, this study aims to contribute knowledge to lay a foundation for future studies on the adequacy and fairness of employees' salaries and wages to encourage them to enhance their performance, increasing organisational performance to help achieve the organisation's goals and aspirations.

Besides, this study contributed to providing an additional insight on the role of a perception of fairness among employees towards their jobs by comparing it with other jobs within the organisation, through organisational justice as a mediating variable between its variables. This study also contributes to management,

compensation and performance research by adding further insights on the role of the pay model and equity theory in achieving justice among employees by taking into account the proportionality between the tasks they perform and the compensation they receive.

From practical perspective, the outcomes of this study can be extended to all types of organisations, allowing any organisation management to use the principles reported in establishing or developing their compensation practices and functions to achieve high levels of performance. The information gathered through this study provides the top organisational management with a better understanding of internal alignment in terms of its components (job analysis, job evaluation and internal pay structure) and how it affects employee performance. Furthermore, this study might raise organisations management awareness in to the importance of aligning between salaries paid and the required tasks, by evaluating each job separately and comparing it to other similar jobs inside and outside the organisation.

1.8 Definition of Terms

The following subsections offer definitions for the terms independent, dependent, and mediator variables as it is mentioned in the previous literature related to the study area, in addition to the way that it is used in this research study:

1.8.1 Internal Alignment

This term represents a process of comparing jobs or level of knowledge and skills within an organisation. The process compares the jobs and skills of the workers employed in terms of their relative participation in achieving the organisation's goals. The concept relates to the level of employees' salaries and wages, whether they perform similar or different jobs. Internal alignment implies equal wages for jobs of equal value and satisfactory pay differentials for jobs of different worth (Milkovich, Gerhart, and Gerhart, 2013). For the current study, the same definition provided by the experts in this area was used.

1.8.2 Job Analysis

This term refers to a practice that determines and explains what the organisation should do and what qualifications and requirements a person would need to effectively furnish the organisation's needs (Mello, 2011). As an operational definition, job analysis was expressed in a set of procedures and standards set by the organisation in order to determine the requirements of each job and the tasks required to be performed, in addition to the qualifications and skills required to be available in the candidate to occupy that position.

1.8.3 Job Evaluation

This phrase describes the process by which the relative value of a job is determined within the organisation. Skills, responsibilities, knowledge, individual abilities and conditions associated with the job must be taken into consideration. Thus, the job evaluation process determines which jobs are needed by the organisation more than others (Amos, Ristow, and Ristow, 2004). In the present research, job evaluation was used as a set of criteria applied by the organisation in evaluating each job by confirming that the required tasks correspond to the qualifications of the incumbent and is proportional to the salary and wage allocated to the incumbent, in addition to comparing that with similar and dissimilar jobs inside and outside the organisation.

1.8.4 Internal Pay Structure

This concept involves the order of pay rates for similar and dissimilar jobs inside a single organisation (Milkovich et al., 2013). For the purpose of the present study, the concept was expressed as the amount of the salary and wage that an employee receives for the work he does for various jobs and positions within the organisation.

1.8.5 Organisational Justice

This term involves the methods that are recognised as behaviours or decisions that are comprehended to be morally right on the basis of fairness and equity, by which employees decide if they are equitably treated in their positions (Swalhi, Zgoulli, and Hofaidhllaoui, 2017). Organisational justice was used by the researcher in the current study on the basis of the degree of fairness with which employees perceive organisational procedures, rules and policies related to their job duties and result in determining the wages and salaries they receive

1.8.6 Job Performance

This concept comprises a set of actions, activities and behaviours that employees actually do, which contribute to achieving the goals of the organisation. Thus, performance is not the consequence or result of action but represents the action itself (Campbell and Wiernik, 2015). Job performance was defined from the operational view through the employees' expression of their satisfaction with the way they perform the duties assigned for them by the organisation in each job, in addition to the way they deal and perform collectively with their colleagues at work through their cooperation in performing their duties.

1.9 Thesis Organisation

This study comprises of five chapters covering different areas of the study, organised as shown below:

Chapter one provides a general introduction that includes the study background, problem statement, objectives and research questions, and study hypotheses, in addition to the scope and significance of the study, and lastly the definition of the terminology used in the study.

Chapter two presents review and discussion of the literature related to the study variables. Likewise, the chapter describes the theories upon which the study was based, concluding with the development of the study hypotheses in addition to the theoretical and conceptual framework.

Chapter three explains the methodology followed in this study. The study design, the philosophy of the study, the targeted population and the procedures of selecting the study sample are included. The chapter also describes the data collection instrument and the measures of the variables, in addition to providing an introduction to the statistical methods used in data analysis.

Chapter four presents the study findings and explores the relationships between the study variables. These results are also interpreted, discussed and compared to the previous related literature. Chapter five, the last chapter of the study, provides a general summary of the study and its results, the study implications and limitations, followed by the conclusion and recommendations for future studies. Lastly, the appendices are attached, such as the questionnaire, and biodata of the researcher.

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