

**THE IMPACT OF PERCEPTION OF
ORGANIZATIONAL INJUSTICE ON WORK
ALIENATION**

“Analytical Study at International Schools in Amman”

أثر إدراك غياب العدالة التنظيمية في الاغتراب الوظيفي

Prepared by

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**Thesis Submitted in Partial Fulfillment of the Requirements
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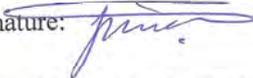
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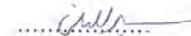
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Janet Sulaiman Merkhe

May, 23rd, 2015

DEDICATION

*To my beloved husband
Osama Twal and to my precious sons Fadi & Philip who were my first audience and for
their support and encouragement and to my mother in law Sameeha Twal for
supporting me with her prayers.*

*To the memory of
my father Sulaiman, mother Younia, and my beloved sister Aliza
who watching me from heaven*

*To my brothers and sisters
who living outside the country Ameera, Juliette, Farook, Janan, Fouad, Shaima, Salwan
& Salam May God bless them all*

*To our dear friend
Nabeel Sawalha for his support at the first step on the threshold of studying,
may God bless your heart*

*No words can make me express my gratitude and thanks to each of the above
I extend my deepest love & appreciation*

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The Impact of Perception of Organizational Injustice on Work Alienation.

“Analytical Study at International Schools in Amman”

By

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Abstract

The aim of this study is to investigate the impact of perception of organizational injustice on work alienation and to explore the direct and indirect effects of different dimensions of organizational justice on work alienation (Dependent variable), and also, on employees' expectations of workplace and supervisors' fairness acted as a Mediator variable of the study. Two Independent variables of organizational justice were considered (procedural and distributive justice). Four dimensions' of procedural justice were included (Consistency, Bias Suppression, Accuracy, and Correctability). And three dimensions' of distributive justice were included (Equity, Equality, and Need). The study was conducted at International Schools in Amman, questionnaire was handed out to a sample size (162) administrators' employees from different positions. descriptive statistics; airthmatic means and standard deviations, Cronbach's Alpha test, simple and stepwise multiple regression analysis, structural path analysis, and one way ANOVA was used. The findings revealed that the perception of the two dimensions of procedural justice (bias and accuracy) have a significant direct impact on work alienation also, the perception of the two dimensions of distributive justice (equality and need) showed a significant direct impact on work alienation, concurrently both procedural and distributive justice showed an indirect impact on work alienation through the mediator variable (employees' expectations of workplace and supervisors fairness).

Also, the results showed that three of the procedural justice (Consistency, Bias, and Accuracy) have a significant direct impact on the Mediator variable as well as, the variables (Need and Equity) the two dimensions of distributive justice showed a significant direct impact on the mediator variable. Furthermore; the result of the Mediator variable has revealed a significant direct impact on work alienation variables. In conclusion, the results of this study indicated that organizations with low levels of organizational justice have alienated employees' and each of the dimensions of organizational justice will effect employees' expectations, behaviors and attitudes toward fairness which in turn lead to alienation. Therefore; it is recommended that organizations should increase its attention to their workforce by maintaining a high quality fair policies and practices by improving person-fit job, developing high quality relationships and promoting for better communication and fair work climate among individuals.

Keywords: Organizational injustice, Work alienation, Supervisors' fairness, Sabotage, Burnout, Cynicism, Organizational climate.

اثر ادراك غياب العدالة التنظيمية في الاغتراب الوظيفي
 "دراسة تحليلية في المدارس الدولية في عمان"
 اعداد : جانيت سليمان سولاقه مركهي
 المشرف: أ.د. محمد النعيمي

الملخص

تهدف هذه الدراسة الى تحليل اثر غياب العدالة التنظيمية في الاغتراب الوظيفي ولبيان الاثر المباشر والغير المباشر لمختلف الابعاد للعدالة التنظيمية واثرها وذلك من خلال بناء نموذج يربط المتغيرات المستقلة (عدالة الاجراءات والتي تتضمن الابعاد التالية : الاتساق، قمع التحيز، الدقة ، والقدرة التصحيحية) و(عدالة التوزيع والتي تتضمن الابعاد : الانصاف، المساواة ، والحاجة) والمتغير الوسيط الذي يمثل (توقعات العاملين من عدالة مكان العمل ونزاهة المشرفين) والمتغير التابع والذي يمثل (الاغتراب الوظيفي). وقد تم الاستناد الى الدراسات السابقة بتحديد اهم المتغيرات التي اعتمدت لقياس غياب العدالة والاغتراب الوظيفي حيث اجريت هذه الدراسة في المدارس الدولية في مدينة عمان وقد تم اخذ عينة من (7) مدارس دولية والتي تطبق البرامج العالمية (IG) و (IB) في التعليم حيث تم توزيع الاستبيان على حجم عينة مؤلفة من (162) موظف اداري من مختلف المناصب. تم استخدام الاساليب الاحصائية الوصفية في التحليل بالطرق التالية: تحليل الانحدار البسيط والمتعدد، المتوسطات الحسابية والانحراف المعياري ، اختبار كرونباخ الفا ، تحليل المسار الهيكلي وطريقة احادي الاتجاه ANOVA.

ان النتائج التي تم التوصل اليها هي ان ادراك عدالة الاجراءات من ناحية (قمع التحيز، والدقة) لهما تاثير مباشر وملموس على الشعور بالاعتراب الوظيفي وكذلك ادراك عدالة التوزيع من ناحية (المساواة ، والحاجة) لها نفس التأثير المباشر الملموس على الشعور بالاعتراب الوظيفي وان كلا من عدالة الاجراءات وعدالة التوزيع لهما تاثير غير مباشر بالشعور بالاعتراب من خلال المتغير الوسيط الذي هو توقعات الموظفين من عدالة مكان العمل ونزاهة المشرفين، كذلك اظهرت النتائج ان ثلاثة ابعاد من عدالة الاجراءات التي هي (الاتساق، و قمع التحيز، والدقة) لهم تاثير مباشر على المتغير الوسيط، اما (الحاجة ، والانصاف) وهما ابعاد تابعة لعدالة التوزيع فان لهما تاثير مباشر على المتغير الوسيط . بالاضافة الى ذلك فان المتغير الوسيط كشف عن وجود اثر مباشر على ابعاد المتغير التابع (الاعتراب الوظيفي). اضافة الى ذلك تم التوصل الى نموذج مقترح يبين طبيعة العلاقات ما بين المتغيرات المستقلة والوسيطه والتابعة حيث تبين ان المتغير الوسيط (عدالة مكان العمل ونزاهة المشرفين) يلعب دورا كبيرا في خلق الشعور بالاعتراب الوظيفي . وقد اظهرت نتائج الدراسة بان المنظمات الي لديها مستويات منخفضة من العدالة التنظيمية تخلق شعور الاعتراب الوظيفي لدى العاملين لديها وان كل من ابعاد العدالة التنظيمية سوف يؤثر على سلوكيات ومواقف العاملين تجاه العدالة والتي بدورها تؤدي الى الاعتراب، لذا على المنظمات ان تزيد الاهتمام والانتباه الى رفع مستوى تطبيق العدالة في سياساتها واجرائاتها وان تكون عادلة في تطوير الكوادر وتوزيعهم بما يتناسب مع متطلبات الوظيف و تطوير العلاقات مع الموظفين وترقية مناصبهم الوظيفية حسب الاستحقاق لغرض تحسين التواصل العادل بين الموظفين وخلق اجواء جيدة بين الافراد.

CHAPTER ONE

General Framework

1.1 Introduction

It's not fair is a frequent expression which heard from people from different ages, fairness matter to children playing in playground, students receiving marks, and adults making a living. According to Standard English dictionaries register "justice" and "fairness" as synonyms, whereas in informal sense, justice and fairness enclose intrinsic worth such as; equity moral rightness, honesty, and objectivity. Fairness or justice is one of the most basic concerns in society" (Fujishiro, 2005), also he indicated that "justice is a central moral standard against which social conduct, practice, and institutions are evaluated". Therefore; individuals' perceptions' and their responses' to fairness within workplace are called organizational justice in which considered a significant theme in organizational psychology reflected in how employees' perceive and react to fairness within workplace. Moreover; he stated that most researches that have been conducted about organizational behavior, tended to focus on outcomes that pertain to the efficiency of organizational functioning: absenteeism, job performance, employee's commitment to the organization and so on (Fujishiro, 2005).

Hazzi, (2012) stated that due to the growing of the international competition in which the organizations confront and to the globalization phenomenon, organizations have been urged to augment attention in the human resource that considered a vital and essential factor for the success of the organizations, and one of the most important workable ways to discover factors in which have a good impact on employees is by

focusing on the organizational variables. Also he indicated that among these factors that have great impact on the working employees within organizations, *is organizational justice*. Social scientists had realized many years ago the importance of the effective functioning of organizations as well as the personal satisfaction of employees and considered them as a basic requirement for the idyllic of justice, therefore, the term of organizational justice has been the objective of enormous amount of the researches due to the significance impacts on organizations' and their Employees'. Hence; organizational justice has the opportunity to build the great benefit for organizations and employees alike. Thus, in recent years, organizational justice and people's perceptions towards fairness in organizations are considered one of the most important issues to scientists in the fields of industrial organizational psychology, human resources management, and organizational behavior and it has been discovered that employees whom treated fairly within their workplace, they tended to broaden and sustain social relationship with the company (Hazzi, 2012).

Silva et al., (2012) said that Organizational justice is an important sphere to be studied in organizations and justice is an essential attribute of distributive justice (i.e. outcome distribution), and procedural justice (i.e., decision - making process), and also added that justice judgments are correlated to several aspects of worker's attitudes that reflected in their performance perceptions developed and reflected in workers' behaviors and attitudes. While, Sookoo (2014), mentioned that many organizations and for profit reasons showed anxiety of the impact of workers that may have on productivity and sustainability of organizations. Therefore; employers know very well the consequences of such a situation and cannot take the risk and lose their employees once becoming alienated. Also he stated

that alienation has been seen as a popular phenomenon that has a crucial influence towards organizational performance, as several problems and negative results were discovered within organizations that embodied in the form of employee's turnover, employee's dissatisfaction, lower worker commitment, absenteeism, employee's sabotage, feelings of isolation, despair, self-estrangement, meaningless, and powerlessness, hostility among working individuals' and groups'. Therefore; he said that alienated employees demonstrate augment of undesirable work and less interest towards their jobs by exerting less effort and power, furthermore; working for exterior or helpful perks (salary) and show low productivity and burnout that would increase the desire to leave their jobs. In this study, two types of organizational justice will be examined, distributive justice and procedural justice and their impacts on work alienation, even though organizational justice is a crucial variable in determining alienation via employees' perceptions' at workplace, one must not to ignore or forget that, workers enroll the workplace with expectations that can determine alienation in negative or positive way.

This study aimed at exploring and investigating the impact of employee's perception of organizational injustice and its role in creating and fostering the feeling of work alienation among workers within organizations.

1.2 Problem Statement & Research Questions

The researcher has observed incidents regarding losing self control, feeling isolation, lack of commitment, lack of fairness, absenteeism, frustration and low productivity that occurs in our organizations in Jordan during daily working life and became a phenomenon spread out among working individuals at workplace. Preliminary studies showed that there is a problem in the lack of knowledge regarding justice existence, in addition it has been noted that studies that revealed the insensibility of special relations pertain alienation in Jordan are very limited. Therefore; in the light of this study, variables have been determined to suit the reality of society in Jordan. This study has been conducted at International Schools' that apply international programs IG & IB in education in Amman to investigate the reasons that stand behind such incidents as well as; to identify their effects on employees' attitudes and behaviors towards their work environment.

The current study is reliant on Sookoo, (2014), when mentioned in his/her study that organizational justice is a multidimensional comprehensive concept which includes a range of characteristics such as payment, treatment of employees, managers, and procedures by which rewards are allocated. Moreover; his/her study has revealed that both dimensions of organizational justice have been correlated with employees' attitudes and behaviors.

Based on the above statement and to reach to a proper answer, the research questions define the approach of the current study.

Q1: Is there a positive direct impact of perception of procedural injustice on work alienation?

- Q2:** Is there a positive direct impact of perception of distributive injustice on work alienation?
- Q3:** Is there a positive direct impact of perception of procedural injustice on employees' expectations' of workplace fairness?
- Q4:** Is there a positive direct impact of perception of distributive injustice on employees' expectations' of workplace fairness?
- Q5:** Is there a positive indirect impact of perception of procedural injustice on work alienation through employees' expectations' of workplace fairness?
- Q6:** Is there a positive indirect impact of perception of distributive injustice on work alienation through employees' expectations' of workplace fairness?
- Q7:** Is there a positive direct impact of employees' expectations' of workplace fairness on work alienation?

1.3 Study Objectives

The main objectives of this Study are:

1. Identify the impact of perception of procedural injustice on work alienation at International Schools that apply International Programs IB and IG in education in Amman.

2. Identify the impact of perception of distributive injustice on work alienation at International Schools that apply International Programs IB and IG in education in Amman.
3. Identify the impact of procedural injustice on employees' expectations' of workplace fairness at International Schools that apply International Programs IB and IG in education in Amman.
4. Identify the impact of distributive injustice on employees' expectations' of workplace fairness at International Schools that apply International Programs IB and IG in education in Amman.
5. Determine the indirect impact of procedural injustice on work alienation through employees' expectations' of workplace fairness at International Schools that apply International Programs IB and IG in education in Amman.
6. Determine the indirect impact of distributive injustice on work alienation through employees' expectations' of workplace fairness at International Schools that apply International Programs IB and IG in education in Amman.
7. Identify the impact of employees' expectations' of workplace fairness on work alienation at International Schools that apply International Programs IB and IG in education in Amman.

1.4 Study Significance

This study acquires its significance for the following reasons:

1. This study aims to promote greater understanding of the insights of work alienation and urges organizations to reconsider their policies and procedures and pay more attention to the demands and needs.
2. This study will be helpful for organizations and decision makers to avoid serious consequences result from work alienation and to be attentive when formulating decisions pertaining procedural and distributive resource allocations.
3. Very limited researches regarding organizational justice and work alienation were implemented on Jordanian organizations.
4. Organizations may benefit from the results of this study are, public and private organizations and institutions, international schools in Amman, HR managers', Head of Departments' & Supervisors', and Employees'.
5. This study will add a scientific worth by shaping values which affect social values since it revolves around the most important social problems in our society that contributes to humanity.
6. This study may set as a platform to launch and expand future researches about work alienation at organization in Jordan.

1.5 Study Model and Hypotheses

In measuring the impact of perception of organizational injustice on work alienation the researcher depended on Sookoo (2014), Nair (2008). In measurement of work alienation the researcher depended on Taamaneh (2014). In measuring the employees' expectations of workplace and supervisor's fairness the researcher depended on Bol (2009), Grund and Przemeczek (2012), Karimi et al., (2014). The researcher proposed a model that explains the direction of the interaction in which the two dimensions of organizational justice at the same time as influences the mediator and dependent variable. As seen in (figure 1-1), the independent variables can affect alienation either directly or indirectly through their effect upon the mediating variable.

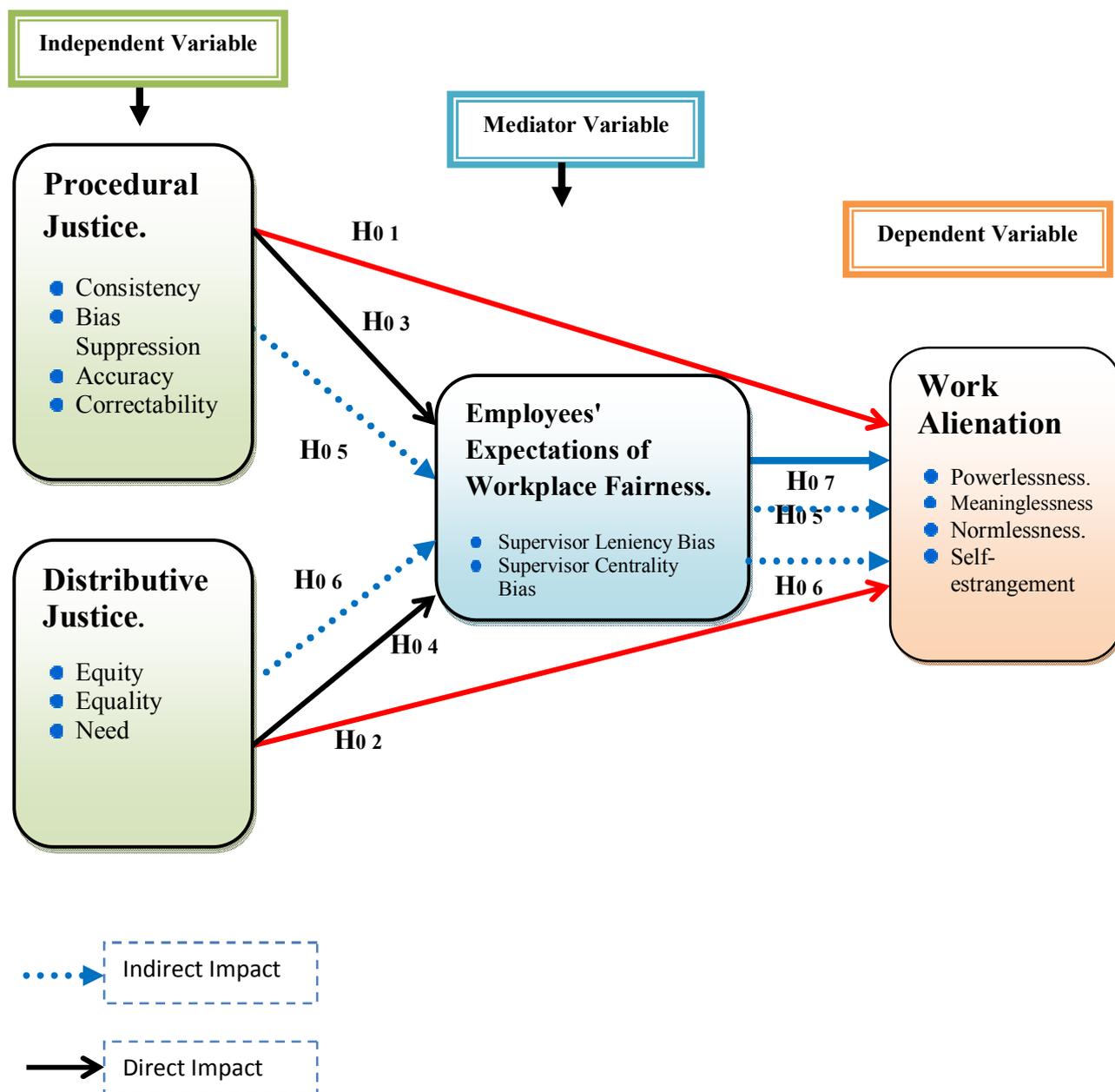


Figure (1-1): Conceptual Model

Source: Prepared by the researcher depends on (Sookoo, 2014; Nair, 2008; Taamaneh, 2014; Bol, 2009; Grund and Przemec, 2012; Karimi et al., 2014).

Based on the study problem and the literature review, the following are the Hypotheses to be examined:

H_{01} : There is no positive significant direct impact of perception of procedural injustice on work alienation among employees at International Schools in Amman at level ($\alpha \leq 0.05$).

H_{02} : There is no positive significant direct impact of perception of distributive injustice on work alienation among employees at International Schools in Amman at level ($\alpha \leq 0.05$).

H_{03} : There is no positive significant direct impact of procedural injustice on employees' expectations of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

H_{04} : There is no positive direct impact of distributive injustice on employees' expectations of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

H_{05} : There is no positive indirect impact of procedural injustice on work alienation through the employees' expectations of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

H_{06} : There is no positive indirect impact of distributive injustice on work alienation through the employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

H_{07} : There is no positive significant direct impact of employees' expectations' of workplace fairness on work alienation at International Schools in Amman at level ($\alpha \leq 0.05$).

1.6 Study Limitations

- **Human Limitations:** The current study has been conducted on Managers', Head of Departments', Supervisors', and Staff (teachers' & Employees') at International Schools that apply International Programs IB and IG in Education in Amman.
- **Place Limitations:** Study site includes the International Schools that apply International Programs IB and IG in Education in Amman.
- **Time Limitations:** The time required for study accomplishment is two academic semesters (2014- 2015).
- **Scientific Limitations:** In measuring the impact of perception of organizational injustice on work alienation the researcher depended on Sookoo (2014), Nair (2008). In measurement of work alienation the researcher depended on Taamaneh (2014). In measuring the employees expectations of workplace and supervisor's fairness the researcher depended on Bol (2009), Grund and Przemecck (2012), Karimi et al.,(2014).

1.7 Study Delimitations.

- The current study has been conducted among employees' from different levels at International Schools that apply International Programs IB and IG in Education in Amman.

- The accuracy of this study depends on the responses of respondents at International Schools that apply International Programs IB and IG in Education in Amman.

- The researcher has faced difficulties while distributing the questionnaire, many schools refused to participate in this study and showed unwillingness to contribute in answering the questionnaire and the reasons behind that are due to the huge number of questionnaires that the schools received which in turn constitute an extra burden to the employees as they work in a fast pace complicated environments, other reasons are pertaining to the school's policy that prohibited accepting questionnaires.

1.8 Study Terms Operational Definitions

The main definitions of terms that displayed in the current study are:

1. **Organizational Justice:** is the study of people's perceptions' of fairness in organizations (Smith, 2010). While, (Al Rawashdeh, 2013), Defined organizational

justice is the employees' images' of the quality in workplace. Organizational justice includes, procedural justice and distributive justice according to (Usmani & Jamal, 2013).

2. *Procedural Justice:* An appraisal of the process by which an allocation decision is (or was) made (Smith, 2010). Whereas; (Johan et al., 2013), stated that procedural justice is the fairness of the procedures used in the organizations to determine the employee's outcomes. According to (Usmani & Jamal, 2013), (Fujishiro, 2005), Procedural justice dimensions are Consistency, *Bias–Suppression*, *Accuracy* and *Correctability*.

- ***Consistency:*** Procedures are applied consistently across people and across time (Fujishiro, 2005).
- ***Bias –Suppression:*** Procedures are free from biases (Fujishiro, 2005).
- ***Accuracy:*** Procedures ensure that accurate information is collected and used in making decisions (Fujishiro, 2005).
- ***Correctability:*** Procedures have some mechanism to correct flawed or inaccurate decisions (Fujishiro, 2005).

3. *Distributive Justice:* The perceived fairness of the outcomes or allocations that an individual receives (Smith, 2010). According to (Usmani & Jamal, 2013), (Croponzano et al., 2007), the dimensions of distributive justice include, Equity, Equality and Need.

- **Equity:** Rewarding employees based on their contributions (Croponzano et al., 2007).
- **Equality:** Providing each employee roughly the same compensations (Croponzano et al., 2007).
- **Need:** Providing a benefit based on one's personal requirements (Croponzano et al., 2007).

4. **Work Alienation:** refers that employees may not be able to fulfill their social needs and they have a form of gap between perceptions' of an objective work situation and their certain interests such as values, ideals, and desires (Sulu et al., 2010). According to (Farahbod et al., 2012), (Sarros et al., 2002). Alienation dimensions' include *powerlessness, Meaninglessness, Normlessness and Self-estrangement.*

- **Powerlessness:** Is an employee's loss of control over their circumstances, and their feelings that these circumstances' do not reflect themselves (Erdem, 2014). Whereas; (Tummers & Den Dulk, 2014), indicated that powerlessness, is a person's lack of control over events that take place in their life or the perceived lack of freedom and control on the job.
- **Meaninglessness:** Is the perception of employees that their work is not important or worthwhile, for instance because it has no value for society or for their own clients (Tummers & Den Dulk, 2013).

- ***Normlessness (Anomie)***: work anomie is a state in which social norms regulating employee behavior have broken down, or are no longer effective, and that generates a sense of normlessness, disconnectedness and helplessness that leads employees to deviance (de lara et al., 2007). whereas; (Popoveniuc, 2014), Defined normlessness is the state of where there is a general breakdown of order and law in the society, this state arises in the individual in the form of anxiety and worry about personal security.

 - ***Self-estrangement***: Refers to the fact that the worker may become alienated from his/her inner self in the activity of work (Sanaria, 2013).
5. ***Leniency Bias***: Is the tendency to provide employees with inflated subjective performance ratings (Bol, 2011).
6. ***Centrality Bias***: is the tendency to compress performance ratings, creating less variance in performance ratings than in actual performance (Bol, 2011).

CHAPTER TWO

Literature Review and Related Studies

2.1 Introduction

Fatt et al., (2010), stated that nowadays many organizations are facing critical environment due to the globalization tendency, technology development, and new business practice; therefore, organizations must strive and exert efforts to improve employee's job satisfaction, and organizational commitment to gain the competitive advantage and avoid the brain drain of organizations. Usmani and Jamal (2013), described organizations as a social systems where personnel constitute a key asset that needs an efficient and effective managers to achieve the goals. In addition, fair treatment towards employees is what organizational justice concerned about. Furthermore, organizational justice has been described as a mixture of different elements that embodied in the form of distributive justice, procedural justice, and interactional justice which in turn related directly to the workplace that reflects the role of fairness. Johan et al., (2013), defined organizations as " a group of people who work interdependently to achieve a goal". also, they indicated to the two components of organizational justice and stated that distributive justice is concerned with contributions and outcomes such as salary raises, fringe benefits, promotion, incentives and recognition, while procedural justice reflects the fairness of decisions that used to allocate the resources and can be classified into six criteria's which are accuracy, consistency, correctable, free from bias, ethical, and representations.

2.1.2 An Overview of Organizational Justice.

Although the concept of organizational justice has been derived from the old works, but it has characteristics that distinguish it from those made by philosophers and official representatives in early times Cropanzano et al., (2007). Also they stated that managerial scientists' showed less anxiety with what is *just* and more anxiety with what people *believes* to just. In other words, their objective is to reach for explanations that give details of some certain happenings that people observed as *just* and the outcomes that came after as a result of those evaluations. Therefore, they defined "justice is a *subjective* and *descriptive* notions" more to the point, people interpret events according to their thoughts of what to be right rather than being an actual objective or a prescriptive moral code as defined here, "organizational justice is a personal evaluation about the ethical and moral standing of managerial conduct". Whereas, Usmani and Jamal (2013), defined justice as " an action or decision that is morally and ethically right", both researchers went on saying that justice could be connected to religion, ethics, equity and law therefore, issues that correlated to the perception of fairness or justice in organizations are pay level, equal opportunities for upgrades and the process of employees' selections, from the other hand, unequal pay for individuals' whom doing the same job is an example of injustice, furthermore, both researchers stated that organizational justice and workplace are directly connected to each other as it shows the fairness role and to what extent those employees have been treated fairly.

According to Moghimi et al., (2013), "Justice is a key issue for understanding organizational behavior". In recent years, studies that pertain the concept of fairness has received the attention of many of the areas that relate to the economy, law, psychology, and organizational science, in addition, it has been agreed that the work environment that includes respect, dignity and freedom of expression and voice provision that received from others have a great impact on the content and size of fairness perceptions. Therefore; organizational justice, refers to the perception of fairness in organizations and a basic notion that reinforcement both ethics and organizational justice that affect people's judgment about right and wrong. Moreover, organizational justice was described as a dominant theme in the world of organizational life due to the relationship between employees' perceptions of fairness in their workplace and the consequences of work outcomes such as job satisfaction, organizational citizenship behaviors' and organizational commitment. In addition, Moghimi et al., stated that "fair treatment is something that employees who invest their time and energies in an organization expect".

While Johan et al., (2013), mentioned that studies of organizational justice and during the past years have revealed the importance of insights of justice for work behavior and motivation, in general, two main issues were considered in those studies regarding Organizational justice. First, employees' responses' to the received outcomes and second, the way they got the outcomes that include the procedures used. Thus, organizational justice defines the role of fairness as it relates directly to the workplace hence, organizational justice is anxious with the methods in which decided by individuals' whether if they have been treated fairly in their jobs as well as the ways in which those decisions affect other variables related work. Komodromos (2014), stated

that research on organizational justice has proposed that the process of perception toward justice can be structured by considering a number of targets within organizational environment. In other words, the way of receiving fair treatment from a supervisor but not from a co-worker will constitute different perception towards justice and also he added that organizational trust and support will be affected by justice within organization; consequently, perceptions of organizational justice are essential precursor of organizational trust, job satisfaction, and commitment to the organization.

2.1.3 Concepts of the Organizational Justice.

Hazzi (2012), described the evolution of organizational justice research like a distinctive set of waves which started with distributive justice at the beginning in the 1950s; followed by the procedural justice wave in the mid – 1970's; and then the emergence of the interpersonal justice wave in the 1980s. Also he added that organizational justice has been expressed in many different ways during its evolution, it was described the term that reflects the role of fairness of the organizational justice as long as it directly related to the workplace, others said that organizational justice is the term that revealed the perceptions' of the individuals' in workplace and to the extent of those individuals' are being treated fairly and how such perceptions' affect organizational outcomes' such as satisfaction. Moreover, he indicated that the perceptions of the procedure are more important than the distributive perceptions', as the previous one is used to explain attitudes towards organizations but the latter have the great impact on attitudes towards decisions results. While, Cojuharenco and Patient

(2013), said that recent studies have started focusing in examining the differences between justice and injustice, and they pointed out that justice draws out the vague intentions, expectation based reactions, and positive behaviors; whereas, injustice elicits nuanced reasoning, differentiated reactions, and negative behaviors.

2.1.4 Components of Organizational Justice.

Moghimi et al., (2013) stated that previous studies regarding Justice were concentrated on equity theory and outcome justice. And they added that as the organizational justice studies started to develop the focus transformed from outcome justice (the end result fair) to social justice (fair procedures and fair treatment). And they added that recent studies propose that social justice is as significance as outcome justice and there is a relationship between social justice and managerial performance. Therefore; they indicated that organizational justice were classified into two wide areas called: 1) "*Structural Justice*" which refers to the structural component of the organization that gives the opportunity for employees' to convey their voice and contribute to decision making as well as the fair distribution of outcomes. 2) "*Social Justice*" by contrast, which refers to the employees' perceptions' toward sharing information openly and make the exchange of information explicit among the working individuals that provided by the organization and cares about their well-being, several classifications regarding organizational justice have been presented but the most salient type that has received a strong empirical support is the one that include three different components: Distributive justice, procedural justice, interactional justice. Cojuharenco and Patient (2013), referred that distributive and procedural justices have been classified

as a structural justice that determines the organizational level and they went on saying that perceptions of distributive justice tended to be more constant and regularly depended on changes in the procedures, from the other hand, interactional justice which is measured via the interactions with individuals and has been classified as a social justice is less constant over the time due to the interactions' variation that occurred on a daily bases between individuals and supervisors.

In this study two dimensions' have been covered, the procedural justice and distributive justice, and the reason is attributed to that for the most part of previous studies have focused on those two dimensions'. Ambrose et al., (2002) referred that a huge debate in justice literature has occurred about of how to merge interactional justice within the general justice framework as a whole, and originally interactional justice was expressed as a third type of justice. However, in subsequent studies researches suggested that interactional justice reflects the social side of procedural justice rather than a distinct type of justice. Whereas, recent research has appealed to consider interactional justice as a distinct from justice. Likewise, Cojuharenco and Patient (2013) stated that procedural justice embraces criteria that are constant, general, and more distinctive of the organization as a whole rather than of interactions with specific actors within the organization and this is why procedural justice is in between distributive justice and interactional justice.

2.1.5 Procedural Justice.

Sulu et al., (2010), stated that procedural justice in general refers to the perception process of allocation decisions' that perceived by employees and the fair means that the organization use to implement those decisions fairly. And they added control model of justice which is also called the voice of justice in literature, is one of the means that refers to by giving employees the chance to express their views during decision making process can influence outcomes of those decisions indirectly via using procedural justice therefore; allocation process and procedure should be represented employee's views, opinion, needs and values to develop a healthy and sustaining work life, also they referred to another explanation regarding the voice offered by the group – value model in which pointed out to a positive relationship between the voice of employees' and their feelings' of existence. In other words, by increasing the employee's voice will increase the feelings of inclusion, respect and standing within a group, whereas; the negative relationship between and within the group members and authority is indicating to the unfair procedures. Likewise, Johan et al., (2013), pointed out that procedural justice “is the fairness of the procedures used in the organization used to determine the employee's outcomes". Also they suggested that there is a positive connection between perception of procedural justice and organizational commitment but not to turnover intention. Baldwin (2006) and Moghimi et al., (2013,) referred in their studies to procedural rules against which fairness of procedures may be evaluated, the rules are:

1. **Consistency Rule / Time:** procedures are applied consistently across people and across time. This means the same allocation are made to people, time, and situation, for

example, employee's job termination should be based according to the contract criterion but never dismissed on a whim.

2. *Bias Suppression Rule:* personal self- interest in the allocation process should be prevented. Decisions should be based on facts not on personal interest or feelings of the decision maker, having several information resources would help to generate a comprehensive and objective view of a situation.

3. *Accuracy Rule:* decisions must be based on accurate information. The continuous updating of information is essential to formulate and justify the decision correctly and accurately, reports must be validated and human resource policies must be reviewed before cited in a formal situation.

4. *Corrcectabiltiy Rule:* opportunities must exist to enable decisions to be modified. Therefore, rules existed for taking difficult decisions and /or to correct the unwise decisions such as grievance or appeal procedures.

2.1.6 Distributive Justice

While Baldwin, (2006), mentioned that "this type of justice refers to the outcomes being distributed proportional to inputs the- so- called equity principle". And he/she added that employees' always tended to measure allocation process of outcomes that being distributed fairly by comparing their inputs to the output. Inputs include education, experience, training, and effort while the outputs take the form of wages, job security, promotion, social approval and career opportunity. whereas, Cropanzano et

al., (2007), said that sometimes workers show anxiety whether if they have been treated fairly or not, and the reason behind that is distributive justice deals with allotments of outputs as well as with the fact that not all workers are treated similar. Also they indicated to "Three allocations rules that lead to distributive justice can be distinguished if they applied properly: *equality* (to each the same), *equity* (to each in accordance with contributions), and *need* (to each in accordance with the most urgency), these rules map onto Aristotle's famous saying that all men wish to be treated like all other people (equality), like some other people (equity), and like no other person (need)". Nair (2008), indicated that employee's satisfaction and turnover is also associated with the perceptions of procedural and distributive justice and the two factors has received consistent support in the literature. Moreover; she stated that there is a proof that perceptions that lack justice can drive to organizational violence and such conducts also can be considered as an outcome of work alienation, it is for that reason it was assumed that perception of organizational injustice would predict work alienation.

Hazzi (2012), stated that previous studies of organizational justice were focused on distributive justice and many scholars' described this concept as the fairness that employees' received from outcomes and this fairness is fostered once the outcomes are proportionate with tacit norms for allocation, such as equity or equality. Karimi et al., (2013), agreed Cropanzano et al., (2007) and Hazzi (2012) when they stated that, outcomes may be distributed on the basis of *equity, need or contribution* but the one who determines the fairness of this distribution are individuals by comparison with others. Moreover; they said that tension can be created within individuals once they perceive the unfair distribution of rewards related work.

2.2 Organizational Climate

Adeniji (2011), stated that organizational behavior scientists demonstrated a high attention to comprehend employees' perceptions toward environment of their workplace and how these perceptions influence individuals' work – related behaviors and attitudes. Also he/she stated that prior studies of organizational climate has been defined in different ways such as “is the shared perception of the way things are around here”, others described it as “a conglomerate of attitudes, feelings and behaviors that characterize life in an organization”. Likewise, others viewed organizational climate as “the employees' subjective impressions of the organization in which they work”. In addition, Adeniji mentioned that previous works pointed out that the social climate that created within a workplace had important consequences that in turn influenced employee's satisfaction that affect organizational productivity. Moreover, he/she indicated that the interaction among employees reflect the climate of the workplace such as poor communication, lack of commitment and understanding among employees is due to the missing linkages among workgroups.

Silva et al., (2012) stated that justice climate is similar to the organizational climate, is located at the inter-individual level, when they considered justice climate could be a precursor of individual's justice perceptions and the reason for this is related to the one's perceptions; therefore, they referred that justice climate has been defined as “to shared cognition concerning the degree of justice the workers' normally receive”. Hence, employees' who perceive fair work environment will demonstrate high satisfaction as well as high moral rather than a climate that lacks unjust.

Rizvi and Siddiqui (2012), described climate as "an apparent characteristic and working of subsystem way in which the organization deals with its people and their problems". Furthermore, both researchers have provided a structure based on applicable six pillars that drive firm's climate: **achievement**, a struggle to achieve the target which either set by the employee or given by others; **influence**, an attempt of the individual to impress others and strive to impact other's actions like the way he/she wants; **control**, related to regulations, the individual wants to use his authority and wants to be part of the organizational activities' circle by controlling things tightly especially when events occurred; **extension**, the individual wants to be a helpful member and a part of teamwork showing attention towards subordinates objectives; **dependency**, the willingness of an individual to have connections with people whom enjoy with wisdom, class, status, and authority to improve himself; **affiliation**, an individual stimuli to have strong linkage, bonds and focus on friendship with other by sharing his inner emotions.

While Kanten & Er Ulker (2013), defined organizational climate "is the set of characteristics that describe an organization and that distinguish the organization from other organizations and influence the behavior of people in the organization", and also they added that "organizational climate refers to the values, beliefs that are not visible but exist within the employee's behavior and action". Furthermore, they went on saying that organizational climate reflects the feeling of employees toward the ambiance in the organization, and for this reason employees' must have the feeling of relax since they have been considered a major resource for the development of an organization and feel that the workplace climate is positive once they perceive that their expectations are meet the goals and get support from organizations. Ngadiman & Ratmawati (2013), indicated

that organizational climate which is also called the organizational atmosphere “is a set of work environmental natures able to be measured based on collective perception of the people living and working in the said environment and shown to influence their motivation and behavior”. Therefore, they said that organizational climate is determined based on six indicators that are: responsibility, coordination, work team, respect work standard and clarity of the organization.

2.2.1 Sabotage and Organizational Injustice

Ambrose et al., (2002), defined workplace sabotage “is behavior intended to damage, disrupt, or subvert the organization's operations for the personal purposes of the saboteur by creating unfavorable publicity, embarrassment, delays in production, damage to property, the destruction of working relationship, or the harming of employees or customers”, also they mentioned that injustice is frequently cited as a cause of sabotage but this claim has not been directly examined in the sabotage literature, therefore; they indicated that an empirical study on justice reveals that injustice is correlated with forms of deviance such as theft and vandalism and therefore, they pointed out that “injustice refers to an employee's belief that he or she (or someone else) has been treated unfairly” and become a saboteur and tries to “even the score” by committing sabotage once he/she feels unjustly treated, in other words to revenge himself of the organization due to ill-treatment. Furthermore; Ambrose et al., indicated in their study that many scholars’ have considered workplace sabotage as one of the most important issues to be studied and many debates have been come into sight regarding this concept whether it stems from employees' reactions toward environment and they stated that sabotage literatures have been suggested five potential motives that

reflect the terminology of sabotage: powerlessness; frustration; facilitation of work, boredom/fun and injustice.

While, Skarlicki et al., (2008) said that sabotage is a form of retaliation that stimulated by employee's perceptions of injustice. Consequently, they mentioned that intra-organizational sources of (un)fairness that consists of (distributive justice, procedural justice, and interactional justice) that related to workplace retaliation was set as priority in recent studies to determine whether injustice explains sabotage. While, Warren (2010), pointed out that sabotage is one of different types of counterproductive work behavior (CWB), and he/she described sabotage as a harsh behavior that has serious consequences both in professional that embodied in employee termination and legal ramifications that engaged in lawsuit as well as capital loss, and also he/she added that there are two types of sabotage behaviors; *restoration equity* that indicates to those behaviors that strive to regain the balance of loss which perceived in one's situation (e.g. vandalizing or stealing supplies when pay raise is ignored), and *retaliation employee* are those behaviors that have tendency to damage, disrupt, punish, or seek revenge against employer, coworker, or boss as well as, vandalizing equipment, in addition working slow purposely, and taking long breaks are examples of employee retaliation behavior.

2.2.2 Counterproductive Work Behaviors (CWB) and Organizational Injustice

Warren (2010), pointed out the counterproductive work behaviors (CWB) are defined as “any voluntary behavior that violates organization norms and subsequently

threatens the welfare of organizations, its associates, or both". Furthermore; he/she referred that counterproductive work behaviors were given several different labels such as; deviant behavior and bad behavior and previous investigations indicated to four typology of deviant work behavior: *production deviance*; *property deviance*; *political deviance*, and *personal aggression* and they serve as an organization's tool for (CWB) that provides initial information for organizations. Likewise, Chang and Smithikrai (2010), defined CWB as "voluntary or intentional behavior that acts against the interests of the organization" and they asserted that CWBs' violate organization's norms and prevent it from achieving goals. Besides, they mentioned that CWB has taken several forms such a deviance, antisocial behavior, unruliness, destructive, and hazardous behaviors. Furthermore; they said that many studies have been conducted to correlate justice with CWBs, and the analysis have revealed that to a possibility of negative feelings responsive occur due to the unfair treatment that perceived by employees such as anger, outrage, resentment and desire for revenge; also, the perception of organizational injustice may trigger an assortment of direct and indirect behavioral reactions such as theft, vandalism, sabotage, withdrawal and resistance to change.

Zribi and Souai (2013), defined the deviance at work as " behavior going voluntarily and intentionally opposite the norms set by the organization and threatening its well-being and/or that of its members". They went on saying that there is a direct influence between employee's exchange theory and organization once they perceived injustice due to the created gap between the promises and the actual compensation. In addition they said that many researches clarified the consequence of injustice on the behavior and the attitudes at work, besides fair treatment are essential to produce a high quality exchange relationship. Furthermore, Kanten and Ulker (2013), defined counterproductive

behavior as “unproductive activities that are damaging to organizational goals and harmful to the organization by directly affecting its functioning or property, or by hurting employees' in a way that will reduce their effectiveness”. More particularly, they referred to two types of factors that cause counterproductive behaviors; individual related behavior that embodied in negative affectivity, agreeableness, moral philosophy, age, gender, education level, and seniority, and organizational-related that represented in the form of organizational justice, perceived organizational support, negative and untrusting attitudes from managers/coworkers, and organizational climate. Yet, Mingzheng et al., (2014), defined CWB as “any voluntary behavior that violated significant organizational norms and in doing so threatens the well-being of the organization, its members, or both”. And they added that organizational injustice has been detected as a major antecedent of CWBs' according to a large number of recent studies furthermore, it was discovered that the relationship between the organization and CWBs' is based on psychological mechanisms considering that employee's negative emotions such as anger, anxiety, depression and so on, are consequences of organizational injustice that evoke such attitudes which embodied in withdrawal behaviors that include: low commitment, absenteeism and fake sick leaves excuses; furthermore, one's must not ignore the importance role of moral identity that has a positive effect on interpersonal and within group relationship. Moral identity has been defined as “the chronic accessibility of moral traits in one's self-concept”. Also they pointed out that employees whose enjoy with high moral identity demonstrate high self importance, empathy, and low aggression which in turn mitigate the negative impacts of organizational injustice.

2.2.3 Burnout, Organizational Injustice, and Work Alienation

According to Schaufeli (2003), burnout is " a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who do 'people work' of some kind". Schaufeli stated that over twenty five years the concept burnout has been one of the most famous and favorite topics not only in psychology but also in academia and the reason is due for knowing that burnout studies stems from the fact that nowadays many societies endure from work related mental problems, which constitute a social economic and political problems that calls for further research. Also he/she stated that from the onset, it has been alleged that burnout is harmful for the individual as well as the organization since it stimulates behaviors such as absenteeism, job turnover, poor quantitative and qualitative performance, and loss of productivity and efficiency, the negative consequences of burnout would influence directly or indirectly on organization which lead to financial losses and brain drain that occur once qualified employees depart their organization and the latter has to hire and train the new comers, furthermore; burnout has been considered as an essential element that leads to an economic loss for organizations when customers be off due to ill- quality of services and market share is lost; and when the productivity and efficiency decreases profits decrease likewise.

According to Moliner et al., (2005), the relationship between organizational justice and employee's health has been examined and suggested that fairness is an indicator that inform the employees about their positive or negative situations. Hence, they stated that evidence related organizational justice and burnout have revealed that once the employee sensed unfairness (known by authors as inequity) burnout is expected to result, in addition, they stated that it was noticed that the perceptions of distributive and

procedural justice reduced workers' emotional exhaustion. While, Maslach and Leiter (2008) stated that "burnout is an unpleasant and dysfunctional condition that both individuals and organizations would like to change" and also they added that engagement is the positive opposite side of burnout that is "an energetic state of involvement with personally fulfilling activities that enhance one's sense of professional efficacy". Besides they indicated that previous studies have explained that fairness at workplace is a fundamental and plays a central role based on employee's perceptions of the balance between their inputs (i.e., time, effort, and expertise) and outputs (i.e., rewards and recognition). Furthermore; scholars' have revealed that employees are less susceptible to burnout once they perceive fairness from their superiors in workplaces.

Du plooy and Roodt (2010), point out that and according to burnout-work alienation literature, a part of burnout which is called "depersonalization" has been described as withdrawn behavior that leads to alienation; besides, they stated that a positive correlation has been found between the employee's high levels of depersonalization and the high level of alienation which in turn represent the same linkage between burnout and alienation thus, they said that literature has suggested that burnout should be redefined as a form of alienation. Twigg and Kang (2011), defined burnout "is a form of mental distress brought on by prolonged periods of stress and as a gradual loss of motivation and commitment". both scholars' have pointed out to a physical fatigue indicators that embodied in the form of emotional exhaustion and low self-esteem that leads to low performance and finally to turnover moreover, also, they said that burnout may have a great impact on innovative and productive employees' resulting carelessness, and inconsistency at work and more to the point; they continued that some

employees' suffer from burnout but still keep on their job for different reasons such as; personal, financial, or geographic, more particularly; employees' who preferred to stay involuntarily in their jobs rather than leave will affect the organization by showing low performance, coming late and withdrawing from others. Aghaei et al., (2012), referred that burnout is " a physical experience, emotional and mental exhaustion a long with continuous stress". In addition they said that injustice and the process of unfair distribution of gains and output will lead to diminish the morale of individuals' as well as the spirit of activity, thus; maintaining justice in workplace and fair treatment among employees will ensure sustainability and development. Likewise; they pointed out to the importance of feeling of justice which considered as one of major causes for employee's burnout and without doubt once the employee perceived unfairness the reaction is the feeling fatigued and exhausted.

Taamneh (2014), indicated that burnout and job insecurity are similar and they are both resulted from personal assessment and perceptions, and he went on saying that burnout has been described as a status of mental fatigue and referred to two definitions of burnout " the fact involving the concepts of emotional fatigue, loss of self and reduction of individual success"; and burnout as " to fail, wear and tear, loss of energy and power, demands cannot be met or decrease as a result of the individual status of internal resources".

2.3 Activities that Promote Positive Organizational Climate

Atkinson and Frechette, (2009), mentioned that positive organizational climate is not a goal unto itself; it is a major element that binds in a company's ability to keep and improve performance. Also they added that successful leaders take sufferance to stimuli a series reaction that improves climate, increases motivation, and enhances performance; furthermore, they said that "goal equals enhance performance, and in order to enhance performance, increase employees' motivations, and in order to increase employees' motivations, improve climate, and in order to improve climate, change the manager's day-to-day behaviors in the work team". Adeniji, (2011) referred that management plays a vital role to create positive organizational climate which is very necessary for the smooth of the organization's activities and to promote high level performance and satisfaction among employees, moreover; he/she said that in order to stop job dissatisfaction and generate a feeling of well being, management must take certain procedures to change the environment. Therefore, he/she has been pointed out to those previous studies that identified actions that can use by the management to create a positive organizational climate:

1. Develop organization's vision, mission statement, goals and objectives that can affect the management to create a positive climate by allowing employees to participate and use their inputs and make them feel highly motivated to develop a sense of belonging and turn out to be their organizational goal achievement.
2. Keeping moral high requires establishing trust and openness between the management and the employees and this can be achieved by promoting communication through frequent feedback to identify the problems that occur within

the workplace that raised by employees as well as the problems relating to them as individuals to help them to recognize their strengths and weaknesses in order to improve performance.

3. An open-door policy, management should practice this policy, interpersonal relationships between managers and their subordinates can be improved through communicating vertically and horizontally and this can be achieved by stimulating free expression of ideas, constructive criticism, and opinions therefore, employees must be allowed to reflect their views freely.
4. Practical career ladder, promotion opportunities should be provided for employees' and this would enable the management to determine employees whom enjoyed with outstanding performance to upgrade to higher positions which in turn lead to push employees to higher achievement at workplace.

2.4 Supervisors' Fairness

Fujishiro, (2005). Stated that a phrase such as "a fair day's pay for a fair day's work" denotes to the significance of fairness at work to employees. Also he said that scholars' pointed out to the importance of the quality of social interaction and considered it as a salient central concept to employees' working life through provision the fair treatment which is one of the most desirable characteristic of social interaction, while fairness is important for a good workplace but in actual fact unfairness is what the workers' experienced at workplace according to phenomenological study of fairness,

when discovered that "the workplace is one of the social settings where most unfair events occurred". Wessel (2008). Stated that previous studies have uncovered that employees' react positively since they have been treated fairly in the form of accepting outcomes on the other hand; he stated that according to the current studies that suggested although treating people in fair way in the present is not enough to draw out positive fairness responses as it sounds information regarding a supervisor's fairness behaviors can have an impact on fairness reactions to that supervisor. Whereas, Nair and Vohra (2008), indicated in their study to the importance of the relationship between the employees and superiors and its role to achieve tasks, also they added that the conflict between both will lead to turnover intentions and the poor relations could be a reason to experience alienation not only with the superiors but also with peers, subordinated, and clients moreover; an evidence showed that the perceptions of poor organizational justice as procedural and distributive justice could lead to organizational retaliatory behavior or aggression which in turn considered as outcomes or work alienation. likewise, Wielart (2008), referred in his study to the significance of recognizing the factors that influence employee's decisions towards fairness, and he added that different sources may contribute and cause the perception of unfairness thus, an employee may perceive the outcome as unfair based on performance rating which called in the psychological literature as distributive justice likewise, the process of perception based on performance evaluation to be unfair is called as procedural justice. Furthermore, he mentioned that prior works revealed that procedural justice is more highly correlated to the work attitudes and behaviors than distributive justice and it has been found the best predictor of employee's counterproductive behavior. Hence, Wielart defined bias as "a systematic distortion, which can result from limitations in cognitive

processing, from individual motivation, or from a combination of both factors" also, he indicated that leniency bias occurs when employees get higher ratings than they deserve and the opposite is called centrality bias when the supervisor gives the employees lower ratings than they would actually deserve. Consequently, Bol (2009), stated that according to the organizational justice literature, two kinds of subjective perceptions of fairness have been differentiated, the fairness of the outcome distributions, or distributive justice, and the fairness of the procedures used to determine these outcome distributions, or procedural justice. Hence, he said that working individuals are concerned about how their ratings compared toward their performance and show more attention to what extent their expectations match the performance evaluations and to the ratings received by others, and also he added that distortion in performance evaluations which is caused by supervisor's bias are expected to impact the perceived fairness of the compensation system and the process of the outcome distribution of the composition plan will be changed as a result of bias furthermore, and in a subsequent study by the Bol on (2011), when he pointed out that centrality bias and leniency bias are the most common forms of 'biases' and in spite of many studies cite the existence of both forms of bias, empirical clues on the determinants and performance effects of managers' performance evolution biases are rare. Lau and Sardesai (2012), indicated that fairness is a "desired social identity, and that people seek to present themselves as fair to themselves and others. Also they said that " Superiors' are exerting enormous efforts to generate an impression and handle of being fair to their employees via some behavioral actions such as; publicizing pay raises and promotions and/or some social accounts such as; explaining ways of determination of pay raises; Therefore, they said that fairness has been termed as an impression management process which is referred to "the conscious

or unconscious attempt to control images that are projected in real or imagined social interactions"; giving that fairness is influenced by different views of morality, ethics and social behaviors, therefore impressions management approach has known that justice is reflected clearly in the "eyes of the beholder" therefore, appearing to be fair than actually being fair are notions of organizational fairness that senior managers show great anxiety towards them.

2.4.1 Reasons for Biases

Fujishiro, (2005), stated that for the most part of organizational studies has focused on how employees *perceived* the injustice situations, also he added that those researches had identified an assortment of criteria against which individuals evaluate the fairness of their situations. Furthermore, he said that in order to understand the process of distributive justice, employees' compare their input –to –output ratio to similar others whereas, procedural justice, employees perceive a procedure to be fair if they have an opportunity to voice their opinions and consider that rules are applied consistently, personal biases are suppressed, all relevant parties are involved in the process and so on.

While, Grund and Przemek (2012), indicated in their study to the reasons' for biases which were based on empirical management literature. Both researchers stated that if supervisors are not rewarded for accurate ratings, they may have inadequate motivation to invest time in gathering information; and they may also face cognitive limitations and tend to focus on some performance dimensions, as well as arbitrarily favor certain employees to encourage loyalty or to serve their self-interest.

2.4.2 Theories about Supervisors & Organizational Leadership

Armendariz (2012) pointed out in his study that supervisors have great power to influence their employees and they can strongly impact of how employees see themselves at work. And he said that according to the *organizational support theory* that considers the supervisor as a representative and a vital element of organizations alleged that employees have a feeling of perceived organizational support (POS) that they use to measure (1) how much their job meets their socio-economic needs, (2) the organization's willingness to reward increased effort. Low (POS) results in withdrawal behaviors such as, absenteeism, sabotage of equipment, and other unexpected costs endured by the organizations, while the high (POS) results in favorable outcomes such lower absenteeism and lower organizational deviance. Moreover; he indicated that supervisors play an essential social role and although they hold a position of power, but they have a low social distance with individual workers that's why employees tend to see their supervisor as representative of upper management and for this reason employees view a supportive supervisors as a form of organizational support. Chao-Chan and Liu (2014), agreed Armendariz (2012), when they pointed out that the high level of (POS) that perceived by employees reflects the organization's appreciation to their contribution as well as can echo employee's perception of their organization's tendency to provide support when needed to perform their job effectively and meet their socio-emotional needs by evaluating the quality of the relationship between an employee and the organization and to what extent employees trust in their organizations, value their inputs and willing to reward their efforts.

2.4.3 Supervision

According to Adeniji (2011), supervision is “a dynamic process in which employees are encouraged to participate regarding activities designed to meet organizational goals and aid in the development of an employee”. Also he/she stated that supervision is classified into two types; technical skills and conceptual skills, the first one is concerned with of how to use knowledge, procedures, techniques and equipment to get the job done; therefore, supervisors' must enjoy these skills which can be possessed via learning and education; while, the second skill is related to knowledge and realizing goals and objective of the organization to perform tasks accordingly which in turn enable supervisors or heads of departments to control work in their units. Moreover; he/she added that unfair treatment, lack of response to problems, fails to meet the employee's needs or recognition is reflection of poor supervision as well as supervisor.

Karimi et al., (2014), said that according to previous studies supervisors can affect employee's morale and their work manners and this reason is attributed to that many employees have been regarded the supervisor as a major factor of psychosocial influence at workplace and consequently this will explain how employees are being treated by their supervisors and to what degree this treatment affect employees' correlation to job neglect; likewise, employee's relationship with the supervisor plays a role in influencing job neglect. Moreover, they stated that once the employees perceive a negative supervision from their superiors they will respond by withdrawing physically, mentally and emotionally from work.

2.5 Work Alienation

In these days, we hear frequently that there are many people who endure from feeling unreal, strange from themselves, loss their communication and see themselves as a person with different and unreal personality and they do not have the sense of self awareness Farahbod et al.,(2012). And they added that people are powerless and unconscious and behave under the impact of any forces which stimulate them, and in fact they are affected by work alienation, as well as they stated that the first appearance of alienation was introduced by Hegel and Marx and by the time the notion of alienation has encompassed a assortment range of concepts. Therefore; they indicated to the most salient type of individual and social alienation is work alienation hence, employees whom affected by work alienation their behaviors is reflected in the forms of absence, delay and misconduct within the workplace and they said that the main indicator of work alienation is the lack of productivity therefore, and without doubt they have admitted that the optimum efficiency (productivity) in organizations require consideration to the demands' and needs' of employees' as the quantity and quality of human resources in organizations will be affected to a large extent on organizations productivity consequently, investigating information related work alienation will improve the employees' efficiency as well as create an atmosphere of cooperation and coordination between employees' and supervisors' that would lead to productivity and greater satisfaction within the workplace.

2.5.1 Alienation History

Valadbigi and Ghobadi (2011) referred that alienation is one of the most important concepts in social disciplines especially in sociology and psychology, and it

embraces different meaning among fields and the theoreticians. Both researchers stated that scholars' insisted that alienation is a historic phenomenon and belongs to the ancient Greece era and Christianity whereas; others stated that it belongs to the modern and industrial society. Also they added that sometimes the term alienation used as interchangeable with disgust, which is a psychological, sociological, philosophical, and anthropological term is mainly taken from works of Hegel, Feuerbach, and Marx. Furthermore; both researchers have indicated to different definition of alienation:

1. Losing the control over self, society, or socio-economic process.
2. A situation mainly based on disgust, and isolation.
3. A concept applied by Marx to describe the feelings of disgust, which have been experienced by the worker in the industrial capitalism, this definition is now more common and is applied to explain seclusion, powerlessness, and self-disgusting among the individuals.
4. The epidemic feeling of powerlessness, meaninglessness, anomy, seclusion, and self-disgusting.

While Nelson (2006), had presented and pointed out to three forms of different alienation, "Alienation form product of work (*dispossessed of what they produce, which is owned by the capitalist*), Alienation in the process of production (*only find extrinsic meaning in work and are separated from their true selves*), and Alienation from society, oneself (*the unique qualities of humankind are diminished and so workers are estranged from both their own humanity and others*)". As such, Nair and Vohra (2008), agreed Nelson (2006), when they mentioned in their study alienation involves in severe

separation from three things, from *objects* of the world, from *people*, and from *ideas* about the world seized by other people. Also they indicate that alienation as "the method of experience in which a person experiences him/herself as an alien or in other words became estranged from the self". Furthermore, they mentioned that the real meaning of the notion of alienation has also been identified with a dissociative state or a sense of separation in relation to some other element in his or her environment. Although the term alienation has been used widely in different disciplines and literatures but it has rarely been defined due to the complicated components of this term as well as contained assortment of meanings that makes it difficult to sum up a basic meaning of alienation. Therefore, and in a subsequent study by Nair and Vohra (2009), submitted few definitions of alienation from previous literatures as they appeared in Table (1).

Table (2-1)

Definitions of alienation. (Nair & Vohra, 2009)

Source	Descripton / Definitions of Alienation
Fromm (1955)	Mode of experience in which a person experience himself as alien or estranged from himself (p.120)
Seeman (1959,1975)	Described in terms of powerlessness, meaninglessness, normlessness, social isolation and self estrangement.
Horowitz (1966)	Intense seperation first from the objects of the world, second from people, and third from ideas about the world held by other people (p.231).
Schacht (1970)	Dissociative state of the individual in realtion to some other elements in his or her envrioment.
Miller (1975)	Objetive state of isolation from others (p.260).
Kanungo (1979)	Generlaized cognitive (or belief) state of psychological seperation from work insofar as work is percieved to lack the potentiality for satisfying one's salient needs and expectioans (p.131).
Hirschfeld & Feild (2000)	Represents the extent to which a person is disengaged from the world of work (p.790).

Source: prepared by the researcher

However, the researcher has developed a table that shows few definitions of work alienation from previous literature that has been evolved during recent years as it appears in Table (2-2).

Table (2-2)

Definitions of alienation

Source	Descripton / Definitions of Alienation
DeHart-Davis & Pandey (2005)	A general cognitive state of psychological disconnection with work driven by lack of professional autonomy.
Nelson & O'Donohue (2006).	A condition in which man becomes isolated and cut off from the product of his work, having given up his desire for self-expression and control over his own fate at work.
Sulu et al., (2010).	Employees may not be able to fulfill their social needs and they have a form of gap between perceptions of an objective work situation and their certain interest such as values, ideals, and desires.
Yildiz & Alpkın (2010)	The loss of capacity to express oneself at work.
Yildiz & Saylıkay (2014).	The fact that human beings separated from their own entity product, natural and social environment and enter into their domination.
Erdem (2014)	A reflection of the employee's disappointment about his/her status within the organization.

Source: prepared by the researcher

2.5.2 Alienation Dimensions'

1. Powerlessness: is the feeling that the worker individual realizes that he is incapable and powerless due for being treated as a tool or object controlled and monopolized by other people or by impersonal systems such as technology (Tummers et al., 2007).

2. **Meaninglessness:** refers to “the inability to comprehend the relationship of one's contribution to a larger purpose”, in other words it's about the relationship that correlate the worker with his product as well as with the process of production. Therefore, work becomes more meaningful when someone: (1) works on an exceptional and put his power and effort on a product, (2) works on a larger part and spend more time on a product, (3) is in charge for a larger period and contribute to the production process (Tummers et al., 2007).

3. **Normlessness:** or anomie which is derived from previous studies that indicates to a social situation that refers to the social norms that monitors and regulates one's individual conduct are broken down and deactivated or no longer effective. Forms of Anomie are embodied in the individual's feeling of being separated from group standards and feeling of pointlessness, uneasiness or anxiety, or that no certain goals exist (Nair & Vohra, 2008).

4. **Self – Estrangement:** according to work alienation literature, self - estrangement is a crucial dimension that correlated with the job conditions of powerlessness and meaninglessness, this situation happens when employees' realize that they are strangers from the work process and there is a gap separate them from the product, in other words they are alien and independent from their contributions (Sarros et al., 2002).

2.5.3 Theories of Work Alienation

Valadbeigi and Ghobadi (2011), in their study have submitted theories clarifying the concept of alienation each of which represents different explanation that reflects the scholar's idea and from different aspect.

1. Alienation from Hegel's point of view.

Valadbeigi and Ghobadi (2011), indicated in their study that the German philosopher, Georg Wilhelm Friedrich Hegel (1770-1831), was a scholar who made a lot of efforts in expanding and clarifying the notion of work alienation. They also added that Marx has borrowed this term from Hegel who was considered the first scholar who dealt with alienation in term of philosophy. According to this theory both researchers have referred that Hegel has believed that alienation occurs when a part of human being sounds to be strange or odd besides, the history of mankind is the fundamental of the history of his alienation, in other words, part of thoughts of human being may move to the external world during the development and evolution and find itself strange with it and they pointed out to Hegel's analysis of alienation that determines three stages of self-alienation that distinguished as systematic and subjective including:

- This concept is related to the complicated relationship between mind and object that is unable to be separated from every social or economic activity.
- The second stage is the particular form of capitalistic objection, or what was called as "idol-Likeness" by Marx.
- This stage is an extensive philosophical generalization that is the same as objectivity.

2. Alienation from Marx's point of view.

Valadbeigi and Ghobadi (2011), said that Marx have given new insights for alienation concept the term has been changed and modified in accordance to his humanistic insights in which were in contrast to " idealistic insights". Both researchers

went on saying that Marx believed that during the life cycle, the man conveys his inner potentials and abilities, as a result these products including social institutes, and material productions gradually become dominate over him. Discussing the economic alienation, Marx differentiates between two type of work: Innovative work and alienator work. Marx believes that an innovative work is characterized by the following features.

- When man's activity is conscious.
- At a certain point of time of working man can express his human potentials in an understandable way.
- The individual worker is capable to reveal his social identity when he works.
- Work is not just supposed as tool sustenance.

In summary, an innovative work is a meaningful one, while alienator work is one in which man suffers from meaninglessness. From the other hand, work alienation has characteristics that embody in: being unconscious; having lack of opportunity for expressing the potentials; obstructing the possibility of revealing social identity; and turning work to a tool for sustenance.

3. Alienation from Blauner's viewpoint

Valadbeigi and Ghobadi (2011), have pointed out that Robert Blauner is assumed to be a pioneer sociologist in carrying out investigations regarding work alienation. According to his perspective, self-alienation occurs for several reasons as such, when workers losing their control over their work directly (powerlessness); cannot comprehend their professional purposes and its correlation with the whole production

system (meaninglessness); miss the feeling of belonging to the general industrial society (seclusion / isolation); and unable to convey their opinion during their works (self-disgust / estrangement). Besides, both researchers said that Blauner has pointed out to the importance of other elements and variables' that influence work alienation and he identified those elements as follows:

- Type of technology.
- Work division.
- Social organization of industry.
- Economic structure.

4. Alienation from Seaman's viewpoint.

Valadbeigi and Ghobadi (2011), said that Melvin Seaman, the American sociologist, who exerted efforts in developing the concept of alienation and explaining its connection and proposing a more accurate definition of alienation. Also they said that Seaman alleged that humans are unable to develop an idea of how to control the consequences of their actions due to the bureaucratic structure of the modern society and therefore, an individual is unable to make connection between his behaviors and the granted wages it is a situation that makes alienation control the individual and cause him to have an isolated and inconsistent action toward his society. Also both researchers have indicated to Seaman's study that this is the way of society's control over social image system. Furthermore, they mentioned that Seaman identifies the following aspects to make this concept testable and operational.

- ***Powerlessness:*** a state in which the individual has some expectations but he supposes that cannot afford meeting them.

- **Anomy (anomie):** it occurs once the determinant norms of the behavior lose their efficiency.
- **Meaninglessness:** in this case, the individual cannot identify any meaning for his action; as a result, the outcomes of his action cannot be predicted.
- **Seclusion:** that is isolation from the society. When the individual does not respect the social norms seclusion takes place.
- **Self-disgust (self-estrangement):** in this case, issues have no importance for individual and he does not pay attention to his personality, possessions, and potentials.

2.5.4 The Most Common Reasons for Work Alienation

Farahbod et al., (2012), mentioned that organizations' and managers are always looking for causes of phenomena such as negligence, conflict, dissatisfaction from labor (work), and finally quitting job that can be observed among employees within workplace, debates and theories have been arisen to realize the factors behind this phenomenon that result in employees' frustration and alienation from their work within organization. The following are the most common factors which alienate people from work and organizations.

1. Individuals whom not be assigned in accordance with their potentials and competence, it would result in a situation in which the individual has no interest in his labor.

2. Employees will be frustrated from their labor within organizations' especially when the distribution of benefits and wages are very poor and based on discrimination rather than justice.
3. A situation of intensive use of superiority symbols such as luxurious rooms, precious automobiles, enormous salaries, unlimited entertainments and so on, where other employees have no right to use these advantages, make them sensitive and pessimistic and visualize that their efforts are plundered by the board of directors.
4. Controlling individuals by direct and domineering supervision, make employees to consider their work environment as a prison which the end of the work time would be time of their freedom.
5. Long work time (beyond what is accepted in law), makes employees to have a sense of overwhelming tiredness and discourages them from their job.
6. The lack of employees' participation in process of decision taking especially when a decision is in relevance to them and imposed by superiors.
7. Assigning unreasonable persons for supervisory roles due to the lack of proper selecting of them may result in a situation where such supervisors cause individuals to have a sense of encouragement.
8. When organizations keep from sight their employees' abilities in a way that all their works would be brought up in the name of "manager" and never encourage individuals because of their effective activities; thus, frustrations will be created and prevent individual from offering innovations and doing significant works.

9. The existence of steady stress and tension in work environment would weaken their power and morale.
10. When organizations' environment is unsafe place due to the absence of job security and constant threatening by officials, occurrence of quitting job in many cases would reduce employees' efficiencies as well as; hope towards their job future.
11. Losing loyalty towards organizations is a consequence when officials not accomplish their commitments towards employees and feel they been cheated.

2.5.5 Organizational Cynicism and Alienation

Yildiz & Saylikay (2013), stated that previous studies have unearthed that there is a positive relation among organizational cynicism, job dissatisfaction, and work alienation considering that the latter is one of the negative consequences and there is a direct correlation linking the two concepts. In other words, once the level of organizational cynicism increases the level of work alienation increase as well. Also they indicated that organizational cynicism "is the negative attitude that is developed by individuals against the organization in which they work" and encompasses three dimensions. (1) a *belief* that the organization dearth of integrity; (2) negative *feeling* towards the organization; (3) tendency to demonstrate cruel and critical *behavior*. Furthermore; organizational cynicism has been examined in three aspects as: **cognitive** (*emphasizes the belief that the organization and individuals who work there lack honesty*); **affective** (*considers individuals with cynical attitudes as individual who have*

feelings about the organization for which they work;, and **behavioral** (*majority of behaviors are statements regarding the fact that the organization lacks sincerity and honesty.*

Koçoğlu (2014) said that cynicism has been defined “an attitude distinguished by a dislike for and distrust of others”. In other words "dislike for" attributed to a particular attitude involving frustration, disillusionment, and negative feelings toward others, while "distrust of others" referred to losing faith or trust toward person, group, ideology, social gathering, or society or objective(s)', and he went on saying that the social cynicism is different from organizational cynicism as the previous one is concerned with social world and the latter is related to the working employees in organization.

Koçoğlu (2014) agreed Yildiz & Saylikay (2013), when he stated that the notion of organizational cynicism has three elements: *cognitive* (the feeling of shortage of integrity), *affective* (the negative feeling when employees think about their organization such as anger or disgust), and *behavioral* (the tendency to behave negatively that can take a different forms such as deficiency of confidence and honesty in the organization. In addition, he pointed out to the factors that affect organizational cynicism such as; too much stress, inadequate social support, lack of communication, work load and layoffs, while leadership skills, managerial support, trust in management and workplace climate have been discovered to be predictors of cynicism. Furthermore; he mentioned that cynicism produces negative outputs that embodied in employee resistance to organizational change, low level of organizational commitment, job satisfaction and

turnover intention. Moreover; he stated that scholars' have alleged that work alienation is the result of working environment in which isolate employees from their work as well as work activities therefore and according to recent studies independency and professionalism decrease both cynicism and work alienation.

2.5.6 Organizational Structure and Alienation

Sarros et al., (2002), stated that a range of prior studies have discovered that centralization (i.e. hierarchy of authority) and formalization (i.e. job codification, rules, observation, job specificity), that have embodied in a bureaucratic workplace are a direct antecedents that predict work alienation. Also they stated that centralization is defined as" a hierarchy of authority in which power is distributed among social positions" organizations that enjoy with large bureaucratic structures, hierarchy of centralized authority have restricted the ability of employees to control their self and/or to change the nature of work activities, therefore; these types of hierarchies have a direct negative effect on worker's alienation. While formalization is" the use of rules in an organization and they used two subcontracts to measure this concept, job codification (the degree to which job descriptions are specified); and rule observation (the degree to which job. Moreover, they stated that jobs that are extremely structured and determined by formal systems beyond the control of employees will confine skill diversity and task identity. Therefore, Sarros et al., referred to the feeling of meaninglessness that perceived by employees is resulted from lower levels of skill variety as well as task identity which in turn reduce the internal motivation at work.

Davis and Pandey (2005), said that previous studies have confirmed that the bureaucratic control has a big role in the alienation of staff; however, preventing employees from contributing to the production process and lowering the meaningfulness of work will lead to the separation of employees from organizational goals due to the higher control that exercised by organizations. Furthermore, they pointed out that high formalization allows superiors to implement work routine instead giving the employees the opportunity to decide how things are done; as a result the feeling of powerlessness' and meaninglessness will be compounded.

While, Nelson and Donohue (2006), defined "organization is a significant barrier that separates individuals from their true natures", also they indicated that organizations were considered as a base for alienations. Moreover, both researchers' mentioned that employees' whom perceived a separation from inner self the individual -organizational relationship will decline which in turn lead to disconnection of both. On the other hand though the bureaucratic structure has throttling effect on employees, but one's cannot ignore that bureaucratic structures have benefit the world by increasing efficiency and productivity, but the fact remains that a huge scholarly research is aimed at trying to handle the failures of these structures in an effort to connect employees with organizational goals and overcome their alienating effect.

2.5.7 Influences of Work Alienation outside Work

Tummers & Den Dulk (2013) referred that previous researchers' have analyzed the connection between work and family and they have reached to a conclusion that work and family can conflict against each other. Moreover; they said that and due to the dual

existence of both it may produce stress and exhaustion. Also they said that the conflict concept is based on the 'scarcity hypothesis' and the idea behind that is, people have an inadequate amount of time and energy and for this reason work and family fight for these resources. And they referred that recent studies asserted that both work and family have affirmative correlations so, the term of work-to-family enrichment indicates to the "success at work can increase someone's self-worth, which can increase the quality of life in other life domains". Nevertheless; two kinds of resources at work can be distinguished that can enrich family life:

- ***Enabling resources:*** are for example, skills and abilities learned at work.
- ***Psychological rewards:*** are associated with feelings of esteemed and valued or meaningful work.

In addition both researchers went on saying that negative feeling condition could be created by work alienation and consequently reduces the possibility at the work-to-family enrichment occurs.

2.6 Quality of Work Life and Work Alienation

Moghimi et al., (2013), indicated that previous works have given different definitions of quality of work life (QWL), such as quality of work and/or employment quality. QWL has been described as an umbrella that contains many concepts; consequently, definitions have been evolved to comprise five entities: a *variable*, *approach*, *methods*, *movement*, and *everything*. QWL *as variable* focused on a cooperation between employees' and employers' to enhance employee's work experience. As *an approach*

aimed at enhancing the outputs of both employee as well as the organization. As a *method* used specific techniques and ways for improving work such as job enrichment, independent work group, and labor management committees; As a *movement* employees' attitudes and behaviors and from time to time are reflected by the quality of work life which considered important for society, hence QWL denotes more than good working conditions, job security, and fair adequate reimbursement, but it has been expanded to include equal employment opportunities and job enlargement, therefore QWL is defined as " multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure". While Bunyamin and Meyliana (2013), defined QWL " is a management philosophy which embraces the meaning of job enrichment, which is a way to maintain employee's mental fitness, harmonize industrial relations and participatory management , and one of the intervention forms in developing organization", furthermore, they identified the eight parameters that enhance working : *fair compensation, safety and health, self development, growth and security, social integration, constitutionalism, life -space, and social relevance*. Abdollahi et al., (2014), referred that QWL means" employee perceptions on organization's physical and psychosocial work environment desirability and effective working conditions". And they continued saying that the most significant problem that organizations' faced nowadays is low working, malingering, and finally estrangement that would lead employees to depart their work so, it is necessary to know the factors behind this phenomenon that drive employees to be disillusioned and alienated in organizations; and they said that the concept of alienation, which attracted the attention of many researchers is considered as a key concept which reflects

the many diverse actions and behaviors resulted in lower morale and absenteeism, in addition they indicated to the essential role of human resource that plays in enhancing the QWL in organizations by strategic planning to increase productivity and efficiency of the firm.

2.6.1 Consequences of Work Alienation

Valadbigi & Ghobadi (2011), said that since alienation has been considered as a social phenomenon, a diversity of serious consequences have been brought by alienation, such as workers' removal from the work process, paying a little regarding to the employee's intellectual abilities and creativity, considering workers as object, converting work to a device for sustenance, and ultimately, denying and ignoring human and social part in work environment in addition there are reactions that putting obstacles in production and work, including : 1) producing goods of low quality; 2) creating informal breaks; 3) high rates of absenteeism and fleeing from work; 4) leaving work due to tedium of the job; as a result, more workers endure from alienation; 5) disputing with managers. Workers tendency to create disorder within workplace through behaviors like decreasing collaboration, expanding strikes, and trying to take power; 6) making endeavor to access creativity outside of the workplace due to the feeling of meaninglessness in work; 7) destroying the workplace, machines and products or getting rid of alienator work.

2.7 Previous Studies

1. Ambrose et al., (2002) study entitled: " Sabotage in the Workplace: The Role of Organizational Injustice".

This study aimed at examining the relationship between injustice and workplace sabotage. The study hypothesized that injustice is the common cause of sabotage which in turn influenced the goal, target, and severity of sabotage behavior. Findings revealed that injustice is the common reason for sabotage and employees engaged in retaliation specially when interactional injustice exists, and they more likely to interact with equity restoration when the source of injustice is distributive as well as, the source of injustice and the target of sabotage are generally the same, although this relationship is stronger for organizational targets than for individual targets. In addition, another effect of distributive, procedural, and interactional was found and added to the severity of sabotage. Implications of these findings were discussed for future research on sabotage and deviant workplace behavior.

2. Fujishiro, (2005) study entitled: "Fairness at Work, Its Impacts on Employee Well-Being ".

This study aimed at identifying the fundamental structure of fairness at workplace and to examine the role of fairness in the occupational stress workplace. Study was conducted on employees at furniture company, the sample that participated in the study was (n =357). They completed self-administered questionnaires in their worksites. The study was depended on previous study with items derived from interviews from another

group of employees' to measure the fairness at workplace. Findings revealed the importance of understating the role of fairness at workplace and improving employees' welfare.

3. Skarlicki et al., (2008) study entitled: " Getting Even for Customer Mistreatment: The Role of Moral Identity in the Relationship Between Customer Interpersonal Injustice and Employee Sabotage".

This study aimed at exploring the "dark side" of organizational behavior which has asserted that employee's sabotage is a reaction that resulted from the mistreatment perceived by employees. Study sample consisted of (n=358) representatives of customer service, study has concentrated on intra-organizational sources (distributive justice, procedural justice, and interactional justice). Results showed that the interpersonal injustice from customers correlated positively to customer-directed sabotage over and above intra-organizational sources of fairness. Moreover, the correlation between unjust treatment and sabotage were moderated by two dimensions of moral identity (symbolization and internalization) in the form of a 3-way interaction. The relationship between injustice and sabotage was more prominent for employees high (vs. low) in symbolization, but this moderation effect was weaker among employees who were high (vs. low) in internalization. Last, employee sabotage was negatively related to job performance ratings.

4. Bol, (2009) study entitled: "The Determinants and Performance Effects of Supervisor Bias".

This Study aimed at examining the determinant and performance effects of leniency and centrality bias. A compensation plan was used and an empirical analysis for low-level employees with both objective and subjective performance measures was conducted. The analysis indicated two key results; first, the cause of supervisor bias Second, supervisor bias affects future employee incentives. Findings have revealed that leniency bias has a positive effect on performance enhancement whereas; centrality bias has a negative effect on performance.

5. Sulu et al., (2010) study entitled: " Work Alienation as a Mediator of the Relationship between Organizational Injustice and Organizational Commitment: Implications for Healthcare Professionals".

This study aimed at examining the relationship between two dimensions of organizational injustice and organizational commitment. Work alienation and its dimensions served as mediators to reveal their effects in this relationship, distributive injustice and procedural injustice were hypothesized to predict organizational commitment. Study sample selected from public and private hospitals consisted of (383) of healthcare professionals (nurses and physicians). Relationships were tested and results showed that both distributive injustice and procedural injustice were correlated with organizational commitment, and each of the work alienation dimensions partially mediated this relationship.

6. Ceylan and Sulu, (2010) study entitled: “Work Alienation as a Mediator of the Relationship of Procedural Injustice to Job Stress”.

This study aimed at examining the relationship between the procedural injustice to job stress, work alienation served as a mediator in this relationship by using two dimensions of it (powerlessness and social isolation) to see their effects in this relationship. It was hypothesized that procedural injustice causes job stress. Relationships were tested on a sample of 383 health care professionals (doctors and nurses) from public and private hospitals in Istanbul. The results revealed that procedural injustice was associated with job stress and each of the work alienation dimensions partially mediated this relationship.

7. Warren, (2010) study entitled: “Identifying the Relationship Between Employee Sabotage and Organizational Justice.

This study aimed at investigating the relationship between organizational justice and the employee retaliation from counterproductive work behavior. Participants for this study were 165 undergraduate students who were enrolled in an introductory psychology course at a medium sized mid-western university and they signed up for the experiment via a web-based subject pool and received one course credit for participation. The study has found that participants who experienced a single occurrence of injustice would engage in sabotage behaviors. Also, the finding has supported the study literature and provided new directions and methods for assessing sabotage and other counterproductive work behaviors. On the other hand the occurrence of sabotage behaviors has also been examined and the results were slightly supported the propose

hypotheses. A conclusion has been drawn out those participants who work in the high justice environment demonstrated enthusiasm to get the task done rather than to those in the low procedural or low interactional justice conditions. Moreover, the results have provided some information about the role of perceived organizational justice in job performance.

8. Plooy and Roodt, (2010) study entitled: "Work Engagement, Burnout and Related Constructs as Predictors of Turnover Intention".

This study aimed at investigating the relationship between the work engagement, burnout and turnover intentions as well as to identify whether work engagement, burnout, organizational citizenship behavior (OCB) and work alienation are predictors of turnover intentions. A quantitative research on the cross-sectional survey have been conducted , data collected from a large South African Information and Communication Technologies (ICT), sector company of (n = 2429). The study has found that work engagement and OCBs were negatively correlated with turnover intention while burnout and work alienation were significantly positively correlated with turnover intention. Several third-variable relationships, such as biographic and demographic variables, indicated statistical significance.

9. Chang and Smithikrai, (2010) study entitled: "Counterproductive Behavior at Work: An Investigation into Reduction Strategies".

This study aimed at examining the mutual relations of personality characteristics, organizational justice, organizational citizenship behavior (OCB) and counterproductive

behavior (CWB). Study sample was (n =1662), participants were from a vast assortment of jobs across different organizations in Thailand, and an unidentified survey was completed, statistical analysis revealed that CWB can be predicted by the following personality characteristics; conscientiousness, agreeableness, self-esteem, extraversion, neuroticism and openness to experience. The correlation between personality characteristics and CWB is moderated by three factors": distributive justice, interactional justice and OCB which have been explored by moderation analysis. Findings revealed that interactional justice has the strongest moderating effect, followed by distributive justice and finally OCB.

10. Valadbigi and Ghobadi, (2011) study entitled: " The Study of the Elements of Work Alienation: A Case Study of the Urmia White Cement Factory, Western Azarbayjan Province, Iran".

This study aimed to examine the elements of work alienation and their affects on an industrial factory. the study conducted on Uremia White Cement Factory Western Azerbaijan Province, Iran. A survey was used as a research method, and prepared some questionnaire according to the Sorel scale for gathering data. Their statistical population was consisted of 200 workers and personnel serving in that factory. 90 people were selected from the sample. The study findings indicated that work alienation had a meaningful relationship with geographical origin, marital state, type of work, satisfaction with wages and incomes, quality of human relationships with other workers and managers, uncertainty, confliction, and stress of role.

11. Tummers and Dulk, (2011) study entitled: “Meaningful Work for a Meaningful Life? Work alienation and its Effects in the Work and the Family Context”.

This study aimed at examining the impact of work alienation on work-related outcomes (organizational commitment and work effort) and its impact outside work (work-family enrichment). Two dimensions of work alienation were considered: powerlessness and meaninglessness. Study hypothesis based on sociology of work and organization in relation to work alienation and work-family literature in relation to enrichment. Both literatures have expected a negative impact of work alienation on employee's outcomes. Hypotheses were tested on survey data collected from a national sample of midwives in the Netherlands (respondents: 790, response rate 61%). Findings indicated that work alienation does not only have an impact on work-related outcomes but also influences the degree of work-to-family enrichment. In particular, work meaninglessness is pertinent to both work outcomes and family life which in turn underpinning the importance of lowering the degree of work alienation, which has effects inside and outside the work context.

12. Silva et al., (2012) study entitled: “(In) Justice and Work Satisfaction: The Mediating Role of Justice Perceptions”.

This study aimed at uncovering the impact of social framework that is (in) justice climate and target, on employees' perceptions' towards satisfaction. The mediator variable expected to be employees' judgments' to reveal the relationship between independent variable (injustice climate) and the dependent variable (work satisfaction). It has been found that the mediation effects of procedural justice in the relationship

between justice climate and satisfaction, and interactional justice in the relationship between injustice target and satisfaction. Distributive justice did not affect the relationship between the (in) justice context and satisfaction. Findings have revealed the importance of organizational framework in accordance with social context since they sounds to influence individual justice reactions and work attitudes and by using experimental methodology make the process of studying variables easy.

13. Sarros et al., (2012) study entitled: “Work Alienation and Organizational Leadership”.

This study aimed at examining to what extent the leader's behavior (i.e transactional and transformational styles) and features of an organization's structure (i.e. centralization, formalization dimensions) associated directly and/or indirectly to the dimension of work alienation (i.e. powerlessness, meaninglessness, self-estrangement). A structural equation modeling techniques was used to predict which one of these styles would better fit for leadership structure-work alienation model based on the responses that received from sample study consisted of (n=326) employee of a major US eastern seaboard fire department (a bureaucratic, quasi-military type organization). Results showed that transformational leadership was correlated with lower work alienation, whereas transactional leadership was associated with higher work alienation. Organizational structure was not significantly predictive of work alienation but was negatively associated with transformational leadership and positively associated with transactional leadership. The significant indirect effects on organizational structure and work alienation, and between organizational structure and

transformational leadership, furthermore, clues have been provided that the leadership style of the organization has a great impact on feelings of work alienation than antecedent conditions such as organization rigidity. The study alleged that managers, as well as leaders, need to query bureaucratic orientations to work and manager–employee relations by rethinking their value orientations and adapting new models that encourage individual fulfillment, learning and personal development.

14. Rizvi and Siddiqui, (2012) study entitled: “Examining the Impact of Job Security, Organizational Climate and Engagement on Motivation Level of Employees at IMC PVT LTD”.

This study aimed at finding out the relationship between motivation to organization climate, engagement, and job security in a service organization. Primary data - questionnaire was used that depended on previous literature as a secondary data. Furthermore, quantitative approach was conducted on a sample size consisted of 500 employees selected randomly. It has been found that the more the motivation climate the better perception of connection by employees towards organizations.

15. Aghaei et al., (2012) study entitled: “Relationship between Organizational Justice and Job Burnout in Employees of Sport and Youth Head Office of Tehran”.

This study aimed at determining the association between organizational justice and job burnout of employees in Sport and Youth Head Office of Tehran in Iran. Study sample was (n=180). Two questionnaires were used to collect data including organizational justice inventory by Todd and Chester (2007) and burnout inventory by Maslach and Hezel (1977). It was found a significant negative correlation between organizational

justice and employee's burnout and they concluded that, burnout among employees' will be reduced and their job effectiveness, efficiency, and performance will be enhanced if the organizational managers demonstrate more equity in their performance.

16. Hassan, (2012) study entitled: "Does Fair Treatment in the Workplace Matter? An Assessment of Organizational Fairness and Employee Outcomes in Government".

This study aimed at investigating how perceptions of organizational fairness could assist positive outcomes and put a stop to negative end results, in addition this study explored the association between perceived organizational fairness and organizational identification, job involvement and turnover intention. Study sample consisted of 764 professional employees of 65 geographical distributed offices in an agency in the state government; surveys were distributed for data collection. Findings pointed out that a positive effect on professional employees' job involvement have been found due to the perception of procedural and distributive fairness; as well as, negative influences on their turnover intention, however, these effects are mediated by their organization identification. Implication of these findings was discussed for public management theory and practice.

17. Johan et al., (2013) study entitled: " Procedural Justice on Turnover Intention: An Exploratory Analysis".

This study aimed at identifying and examining the roles of procedural and distributive justice toward employees' turnover intention in Malaysia as well as the relationship

between procedural, distributive and turnover intention. Study sample consisted of 150 participants, findings have uncovered that and based on a correlation analysis a negative significant association between distributive justice and employee turnover intention, while, there is no significant relationship between procedural justice and employee's turnover intention. Moreover, this study has provided principles for managers to comprehend better ways to decrease employee's turnover in addition limitations and directions for future research were also discussed.

18. Al Rawashdeh, (2013) study entitled: "Organizational Justice and its Impact upon Job Performance in the Jordanian Customs Department".

This study aimed at examining the impact of organizational justice upon job performance in the Jordanian Customs Department (JCD). Study sample consisted of (536) employees were selected randomly. Data were analyzed by using the (SPSS) software. Findings revealed that there was an impact of organizational justice upon job performance in the JCD and the existence of organizational justice dimension would lead to high performance. Also, the results of the study showed that organizational justice affected job performance. The study has recommended encouraging the employees in the JCD by providing financial and incorporeal support, establishing the organizational climate that will support the employees' performance in the JCD.

19. Kanten and Ulker, (2013) study entitled: " The Effect of Organizational Climate on Counterproductive Behaviors: An Empirical Study on the Employees of Manufacturing Enterprises".

This study aimed at investigating the impact of organizational climate which is considered as a significant factor or antecedent that affects counterproductive behaviors. Study sample consisted of (204) employees of two enterprises in the field of metal and solar energy. A significant and negative association has been found between counterproductive behaviors and dimensions of organizational climate such as rewards, warmth, support/commitment, organizational structure and organizational standards. Furthermore, it has been discovered that counterproductive behaviors were affected by the dimensions of warm connection climate, support/commitment, and organizational standard.

20. Zribi and Souai, (2013) study entitled: " Deviant Behaviors in Response to Organizational Injustice: Mediator Test for Psychological Contract Breach- the Case of Tunisia.

This study aimed at exploring the association between the injustice and the deviance through a psychological contract approach which acts as a mediator variable. two approaches have been combined to conduct the research: qualitative based on a set of exploratory interviews with 12 Tunisian employees' and quantitative conducted in two steps, exploratory and confirmatory by using the structural equations model. Study sample consisted of 340 Tunisian managers and findings have revealed the existence of significant associations between injustice and deviant behaviors in accordance with the formulated hypothesis.

21. Tummers and Dulk, (2013) study entitled: “The Effect of Work Alienation on Organizational Commitment, Work Effort and Work-to-Family Enrichment”.

This study aimed at analyzing the effect of work alienation on organizational commitment, work effort and work-to-family enrichment. The study has focused on two dimensions of work alienation: powerlessness and meaninglessness. Surveys were distributed to collect data among a national sample consisted of 790 midwives in the Netherlands and response rate 61%. Findings indicated that organizational commitment, work effort and – to a less significant extent - work-to-family enrichment have been influenced by work alienation (powerlessness and meaninglessness). High work meaninglessness, in particular, has negative effects on these outcomes. Also the study’s conclusion was when people feel that they are powerless and their work is meaningless, this has considerable negative effects.

22. Hoobler and Jia Hu, (2013) study entitled: “A Model of Injustice, Abusive Supervision, and Negative Affect”.

This study aimed at testing a model of workplace interactional injustice, abusive supervision, and subordinate outcomes (work-family conflict and job performance) by using affect to clarify behavior, study sample was selected from a different industries that consisted of 200 full time employees, supervisors, and workers’ family members, for a total sample of 600 respondents, findings uncovered a negative affect that explained the method of how both how supervisors’ perceptions of injustice are correlated with subordinates’ perceptions of abusive supervision, as well as how abusive supervision, in turn, may be associated with subordinates’ job performance and

their family members' perceptions of work-family conflict. Organizational justice theory underpins our model.

23. Abdollahi et al., (2014) study entitled: "Relationship between Organizational Alienation and Quality of Work Life of the Elementary School Teachers and Manger in Ardebil City".

This study aimed at examining the relationship between organizational alienation and quality of work life. Study was conducted in primary schools for teachers and administrators in Ardebil city. Sample study was selected randomly consisted of 217 teachers and 86 managers. A correlation research methodology, descriptive statistic, as well as inferential statistical were used. Finding showed that there is no significant relationship between organizational alienation and managers' quality of work life, from the other hand a significant correlation was found between organizational alienation and teacher's quality of work life. In addition, results indicated that alienation components have not been able to anticipate the variance in quality of managers working life while teacher's quality of work life is only predicted by variable anomie factor of organizational alienation.

24. Taamneh and AL-Gharaibeh, (2014) study entitled: "The Impact of Job Security Elements on the Work Alienation at Private Universities in Jordan (A Field Study from Employees Perspective)".

This study aimed at determining the impact of job security elements on the work alienation at private universities in Jordan .both researchers used questionnaire for

collecting data and the study sample consisted of 209 employees from the private universities in Jordan. Findings showed that there was a significant impact of job security elements as a whole on the feeling of work alienation as well as the study presented that there is no impact of demographic variables on the feeling of work alienation. The study has recommended that private university must update their policies and procedures constantly to improve job security and reduce the feeling of work alienation.

25. Tummers et al., (2014) study entitled: “The Effects of Work Alienation and Policy Alienation on Behavior of Public Employees”.

This study aimed at analyzing work and policy pressure; therefore, work alienation and policy alienation models were used due to the various pressures that public employees are faced, such as increased work demands and the need to implement controversial policies. The study sample consisted of 790 respondents; surveys were distributed to collect data. Findings have revealed that less work effort and more intention to leave are consequences of work alienation. As well as, policy alienation negatively impacts behavioral support for a policy and the intention to implement it. The study has proposed that work alienation and policy alienation have different but both important effects on (intended) behavior on the job.

26. Sookoo, (2014) study entitled: “Perceptions’ of Injustice and Alienation Dynamics within the Workplace”.

This study aimed at examining the relationship between perceptions of injustice and alienation dynamics within the public service in Trinidad. The two dimensions of

organizational justice were expected to predict alienation. Also disconfirmed expectations served as a mediator to discover the relationship between perceived organizational injustice and work alienation. Study sample was multistage cluster consisted of (494) individuals between the ages of 18 and 65 years participated in the study. A series of Pearson correlation, regression, and a path analysis were used in the study. Findings revealed that both distributive and procedural justice influenced alienation at the bivariate level of analysis. However, at the multivariate stage, only procedural justice had a direct effect on alienation. Disconfirmed expectations had a significant positive relationship with alienation. The path analysis indicated that disconfirmed expectations mediated the relationship between both dimensions of organizational justice and alienation.

27. Mingzheng et al., (2014) study entitled: "Moral Identity as a Moderator of the Effect of Organizational Injustice on Counterproductive Work Behavior among Chinese Public Servant".

This study aimed at investigating the influence of organizational injustice on employees' counterproductive work behaviors (CWB), the role of moral identity has been taken into consideration that acts as a mediator between CWB and injustice, sample study consisted of (263) individuals from public servant of East China. Results showed that organizational justice and moral identity are correlated together and influenced Chinese public servants' CWB, particularly when employees' lack of moral identity, a negative association between organizational justice and CWB was prominent clearly. Theoretical

and practical implications regarding moral identity and organizational injustice were discussed and the suggestion was raised for the future research.

28. Yildiz and Saylikay, (2014) study entitled: "The Effect of Organizational Cynicism on Alienation".

This study aimed at discovering the effect of organizational cynicism dimensions on alienation dimensions, the study was conducted on employees who work at a bank in Turkey. Questionnaire was used to collect data, study sample consisted of 151 bank employees, and it was found a positive effect of cognitive dimension of organizational cynicism on meaninglessness and isolation dimensions of alienation, while behavioral dimension of organizational cynicism has a positive effect on self -estrangement. Besides, it was observed that the dimensions of cynicism and alienation do not differ according to gender, income, and position, except for age and tenure. In conclusion, the phenomenon of organizational cynicism causes the employees to get alienated.

29. Koçoğlu, (2014) study entitled: " Cynicism as a Mediator of Relations Alienation: A study from a Developing Country – Turkey".

This study aimed at examining the effect of job stress and cynicism on work alienation, a quantitative survey was used and implemented in one of the largest public hospitals in Istanbul, Turkey. Study sample consisted of 199 nurses and data was collected through surveys' and statistical techniques such as SPSS statistics version 18.0 were employed. It was found that a positive correlation between job stress, cynicism, and work alienation, and he concluded that cynicism is a partial mediator in the association

between job stress and work alienation, furthermore, the results indicated that cynicism and work alienation related participants differs according to the organization seniority.

30. Karimi et al., (2014) study entitled: " Come Rain or Come Shine: Supervisor Behavior and Employee Job Neglect".

This study aimed at investigating the correlation between the supervisors' behaviors and employees' job neglect and to what extent these behaviors may affect. data were collected from Australian employees in two hospitals, surveys were released to be filled by the study sample that consisted of 400 employees', responses rate was %45, findings revealed that a positive and negative supervisor's behaviors have remarkable effects on job neglect also, negative supervisor's behavior was more strongly associated with job neglect than positive supervisor behavior.

2.8 Study Contribution to Knowledge

It's clear from the previous studies that the fairness of intra-organizational components (distributive justice, procedural justice) plays a significant role in fostering the feeling of alienation. However, it is very clear how intra-organizational elements can be leveraged by managers and supervisors to promote fair climate and achieve justice among Individual workers within workplace. This study provides more insights to understand the importance of the work alienation that occurs in organizations without knowing the factors that lead to frustrations and ends up to self separation of employees from workplace that embodied in the forms of low commitment and loyalty, reduction of productivity, threatening sustainability of organizations, lack of job security,

increased violence as a result of injustice and finally leaving jobs, these consequences would cost organization brain drain status as well as, turnover among employees that considered as a major key of financial cost. This study came out from the idea of paucity of studies in the field of work alienation in less developed countries furthermore; variables in which have been used in the current study relied on many of the previous researches and some of them were taken to be consistent with the Jordanian environment by correlating them in different way from those in previous studies such as adding the workplace and supervisors fairness that act as a mediator. Moreover; studies in which covering this field is limited.

CHAPTER THREE

Methods and Procedures

3.1 Introduction

This chapter described the methodology that used in the current study, the study population and sample, study tools and data collections, the validity of questionnaire and reliability analysis that was applied been clearly stated. Finally, Discussion of statistical treatment that used in the analysis of the collected data addressed.

3.2 Study Methodology

Typical descriptive studies are concerned with the assessment of attitudes, opinions, demographic information, conditions, and procedures. The research design that has chosen for the current study is the survey research. The survey is an attempt to collect data from members of a population in order to determine the current status of that population with respect to one or more variables .The survey research of knowledge at its best can provide very valuable data. It involves a careful design and execution of each of the components of the research process. The researcher designed a survey instrument that was administrated to the research sample. The purpose of the survey instrument was to collect data about the attitudes and opinions toward the impact of perception of organizational injustice on work alienation.

3.3 Study Population and sample

The study population were (12) international schools, only (7) schools responded and the other (5) schools have declined; the study consists of the administrators' employees from different positions working at International Schools located in Amman city. The number of employees of the (7) schools were (600), (250) questionnaires were handed out over the (7) schools by the researcher as shown in table (3-3), (210) were returned, after checking it has been found that (48) questionnaires were excluded from the analysis due to the unfinished information. So the questionnaires that valid for analysis were (162) and the responses rate was (65%).

Table (3-3)
List of International Schools in Amman city in Jordan.

School's Name	Program Name	Study Population of 7 Schools	Study Sample	Respondent
1 The International Community School.	IGCSE/GCE British System.	180 employee	80 Administrator	30 Respondent
2 Mashrek International School	IB - International Baccalaureate Organization.	300 employee	100 Administrator	34 Respondent
3 Al-Asriyah School	IGCSE/GCE British System.	300 employee	80 Administrator	32 Respondent
4 Al-Ma'aref School	IGCSE/GCE British System.	300 employees	90 Administrator	30 Respondent
5 Amman National School	H.S.D+ SATII American System IB – International Baccalaureate Organization.	180 employee	80 Administrator	30 Respondent
6 Modern Montessori School	IB - International Baccalaureate Organization.	280 employee	80 Administrator	30 Respondent
7 Cambridge High School	IB - International Baccalaureate Organization.	200 employee	90 Administrator	24 Respondent
Total	7 Schools	1740 Employees	600 Sample	210 respondent

Source: prepared by the researcher

3.4 Data Collection Methods

The current study is based on two aspects fold, theoretical and practical. In the theoretical side, the researcher based on scientific studies that are related to the current study. While in the practical side, descriptive and analytical method using practical way to collect and analyze data and test hypotheses performed. Two types of data collections methods used:

1. Secondary sources: previous theses, dissertations, journals, and conferences papers were used to understand the theoretical framework of the study, and develop its model and hypotheses.
2. Primary source: a questionnaire containing (42) items was utilized in exploring factors affecting alienation. Before initialization of the questionnaire, employees were given instructions and the assurance of their anonymity and confidentiality. Questionnaire was specifically designed and modified to suit the sample's researched environment to collect primary data about all the research variables and the demographic characteristics of the research sample. Likert scales were used for all measurements, from strongly agree (5) to strongly disagree (1). As shown below.

Likert-Scale (5) scale implemented in the questionnaire as follows:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	4	3	2	1

Source: prepared by the researcher

The questionnaire consists of four parts, which are:

Section One: Demographic Variables

The demographic information was collected with closed-ended questions, through (5) factors. (**Gender, Age, Educational Level, Experience, Job Title**). The population of the study consisted of random sample from (162) employees from different levels of positions, as it is classified into its demographic characteristics in the tables indicated below:

Table (3-4)

Demographic characteristics for the study sample

Gender	Sample	
	Frequency	Ratio %
Male	45	27.8
Female	117	72.2
Total	162	100%

Source: prepared by the researcher

Table (3-4) explores the results of descriptive analysis of demographic variables of respondent members of the study sample. The table (3-4) shows that the ratio of males from the sample was (27.8%) meanwhile it was (72.2%) for females.

Table (3-5)

Demographic Characteristics of the Sample (Age)

Age	Sample	
	Frequency	Ratio %
Less than 25 year	40	24.7
From 25 – 34	73	45.1
From 35 – 44	29	17.9
From 45 & More	20	12.3
Total	162	100.0

Source: prepared by the researcher

Table (3-5) which represent the **(Age)** variable shows that (Less than 25 year) achieved (24.7 %), and from (25 – 34) achieved (45.1 %) and from (35 – 44) achieved (17.9 %) and finally from (45 & More) achieved (12.3 %).

Table (3-6)

Demographic Characteristics of the Sample (Educational Level)

Educational Level	Sample	
	Frequency	Ratio %
Secondary	0	0
Diploma	17	10.5
Bachelor Degree	127	78.4
Higher Education	18	11.1
Total	162	100.0

Source: prepared by the researcher

Table (3-6) shows the variable (**Educational Level**) that Secondary rank achieved (0%), Diploma rank achieved (10.5 %), Bachelor Degree rank achieved (78.4 %), and Higher Education rank achieved (11.1 %).

Table (3-7)
Demographic Characteristics of the Sample (Experience)

Experience		Sample
	Frequency	Ratio %
Less than 5 years	62	38.3
From 6 – 10 Years	37	22.8
From 11-15 years	32	19.8
From 16 & More	31	19.1
Total	162	100.0

Source: prepared by the researcher

Table (3-7) which represents the variable (Experience) shows that (Less than 5 years) rank achieved (38.3 %), and (From 5 – 10 years) rank achieved (22.8 %) and (From 11-15 years) rank achieved (19.8 %) and finally (From 16 & More) rank achieved (19.1 %).

Table (3-8)
Demographic Characteristics of the Sample (Job Title)

Job Title	Sample	
	Frequency	Ratio %
Manager	11	6.8
Head of Department	17	10.5
Supervisor	8	4.9
Staff (Teachers & Employees)	126	77.8
Total	162	100.0

Source: prepared by the researcher

Table (3-8) shows the (**Job Title**) variable that the (Manager) rank achieved (6.8%), and (Head of Dept.) rank achieved (10.5 %) and (Supervisor) rank achieved (4.9 %) and finally Staff (Teach. & Empl.) rank achieved (77.8 %).

Section Two: Organizational Justice Dimensions

- **Procedural Justice**

In this current research procedural justice was measured in terms of (Consistency, Bias Suppression, Accuracy, and Correctability). Items of this scale were based on how fair organizations and supervisors decisions were, whether employees' were allowed to confront decisions, about employers' anxieties of the right of the employee and the elimination of personal biases in the decision making process, items such as: *the rules and procedures are equally fair to everyone; all jobs decisions are applied consistently across all employees*. The procedural justice items from (1-7) based on a scale utilized

for this particular study was developed using a combination of (Blader & Tyler, 2003; Hassan, 2012; Usmani & Jamal, 2013; Al fari & Abu Elanain, 2014) previous studies.

- **Distributive Justice**

In this current research distributive justice was measured in terms of (Equity, Equality, and Need) and questioned respondents whether they were fairly rewarded taking into account their efforts and responsibilities', level of education experience, items such as; *I feel that my job responsibilities are quite fair; I think that my level of pay is fair.* The distributive justice items from (8-17) based on a scale utilized for this particular study was developed using a combination of (Mcknight et al., 2009; Hassan, 2012; Taamneh, 2012; Lian et al., 2012; Lam et al., 2012; Karimi et al., 2013; Usmani & Jamal, 2013; Al fari & Abu Elanain, 2014) previous studies.

Section Three: Workplace and Supervisor's Fairness

In this current research workplace fairness was measured in terms of (Supervisor's Leniency Bias & Supervisor Centrality Bias). The expectation of employees of workplace and supervisor's fairness, items such as: *my supervisor is lenient with his ratings; my performance evaluation is distorted intentionally by the supervisor; my supervisor is supportive when I have a work problem.* Items from (18-26) based on a scale utilized for this particular study was developed using a combination of (Blader & Tyler, 2003; Wielart, 2008; Armendariz, 2012; Kanten & Ülker, 2013) previous studies.

Section Four: Work Alienation

In this current research work alienation was measured in terms of its dimensions (Powerlessness, Meaninglessness, Normlessness, and Self-Estrangement). The work alienation items such as: *I am not allowed to express my own opinions and view about the job; I am not sure I completely understand the purpose of my job.* Items from (27-42) based on a scale utilized for this particular study was developed using a combination of (De lara, 2007; Nair & Vohra, 2009; Seyfetyan & Sulu, 2010; Hornung, 2010; Tummers & Den Dulk, 2013) previous studies.

3.5 Validity

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was accurately performed by academic reviewers from the Middle East and other universities experts in Business Administration, Marketing, Human Resource Management, Logistics, and Accounting. The questionnaire was submitted to (8) reviewers (6) of them were from the faculty members in Middle East University in addition to (2) reviewers from the GJU (German Jordan University) specialized in Management and Business Administration, to verify the sincerity of its paragraphs, and to take their opinions, and re-wording of some paragraphs, and makes the required modifications, to carefully strike a weight degree between the content of resolution in paragraphs.

3.6 Reliability

To calculate the stability of an instrument study, the researcher used the equation of internal consistency using test Cronbach's alpha. Table (3-9) shows the test results where the values of Cronbach's alpha for all variables of the study and identification are generally higher than (60%) which is acceptable in the research and studies, which gives the questionnaire as a whole the reliability, coefficient ranged between (84.2% - 94.8%), as shown in Table (3-9) below.

Table (3-9)

Cronbach's alpha for the study fields

<i>Variables</i>	<i>Cronbach Alpha</i>
Procedural Justice	% 84.2
Distributive Justice	% 86.6
Employees' Expectations of Workplace Fairness & Supervisor's Fairness	% 74.0
Work Alienation	% 94.8
All Questions	% 95.8

Source: prepared by the researcher

As shown from the table (3-9) Cronbach's alpha values were higher than 0.60 for each variable and the overall of the questionnaire, which indicate that it is appropriate for this study and leads to the stability of the results for this study.

3.7 Statistical Treatment

To answer the study questions and hypothesis which were formulated to examine the impact of perception of organizational injustice on work alienation a Statistical Package for Social Sciences (SPSS) was used to analyze the collected data and test the research hypotheses. The following statistical techniques and tests were used in data analysis:

1. Class Interval is assigned to examine the level of variables:

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

- **The Low degree from 1- less than 2.33**
 - **The Medium degree from 2.34 – 2.67**
 - **The High degree from 2.68 and above.**
2. Cronbach's Alpha reliability (α) to measure strength of the correlation and coherence between questionnaire items and highlights the stability of consistency with which the instrument is measuring the concept and helps to assess the 'goodness' of a measure.
 3. Frequencies and percentages to describe demographical variables.
 4. Descriptive Statistical Techniques: these included arithmetic means and standard deviations.

5. Simple & multiple regression analysis to measure the impact of study variables on testing the direct effects.
6. Analysis of variance (ANOVA) was also used to analyze the differences between two or more means and their associated procedure in order to test null hypotheses.
7. A structural path analysis was also used to test the direct and indirect effects of study variables concerning the relationship between organizational justice dimensions and work alienation H05, H06.

CHAPTER FOUR

Testing Hypotheses

4.1 Introduction

According to the purpose of the study and the study framework presented in the previous chapter, this chapter describes the results of the statistical analysis of the data collection for the study questions and research hypotheses. To describe the characteristics of the sample depending on the frequencies, percentages, and in order to answer the questions of the study, means and standard deviations were used, as well as the Cronbach's Alpha Test were used to ensure the reliability of the study tool. In order to test the study hypotheses Simple, Stepwise Multiple Regression analysis, structural path analysis, and One Way ANOVA was performed.

4.2 Descriptive Analysis of Study Variables

4.2.1 Procedural Justice

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-10) below.

Table (4-10)

Arithmetic Mean, SD, Item Importance and Importance Level of Procedural Justice

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
3	Accuracy	3.30	1.10	1	Medium
1	Consistency	3.21	0.96	2	Medium
2	Bias Suppression	3.02	0.94	3	Medium

4	Correctability	2.40	1.13	4	Medium
Total		3.03	0.81		Medium

It's clear from **Table (4-10)** that the mean of this axis (Procedural Justice), ranged between (3.30– 2.40), where the whole axis earned a total mean of (3.03), which is a level of Medium. Axis **(3)** (Accuracy) earned the highest mean reaching (3.30), with standard deviation (1.10), which is a level of Medium, Axis **(1)** (Consistency) came in Second Place. It earned a mean of (3.21) and a standard deviation (0.96), which is a level of Medium, Axis **(2)** (Bias Suppression) came in third Place. It earned a mean of (3.02) and a standard deviation (0.94), which is a level of Medium, and Axis **(4)** (Correctability) came in last Place. It earned a mean of (2.40), and a standard deviation (1.13), which is a level of Medium.

This explains that the Procedural Justice in the International Schools in Amman city was in the Medium level and this means procedures that are implemented almost detract of transparency and decisions might not be reached through fair procedures due to the secrecy or implicitly.

4.2.2 Consistency

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-11).

Table (4-11)*Arithmetic Mean, SD, Item Importance and Importance Level of Consistency*

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
4	All jobs decisions are applied consistently across all employees.	3.23	1.02	1	Medium
2	The rules and procedures are equally fair to everyone	3.20	1.12	2	Medium
Total		3.21	0.96		Medium

It's clear from **Table (4-11)** that the mean of this axis (Consistency), ranged between (3.23 – 3.20), where the whole axis earned a total mean of (3.21), which is a level of Medium. Paragraph **(4)** (All jobs decisions are applied consistently across all employees) earned the highest mean reaching (3.23), with standard deviation (1.02), which is a level of Medium, and paragraph **(2)** (The rules and procedures are equally fair to everyone) came in last Place. It earned a mean of (3.20), and a standard deviation (1.12), which is a level of Medium.

This explains that the Consistency in the International Schools in Amman city was in the Medium level and this means employee's perception towards fair procedures almost didn't reflect that like cases are treated like.

4.2.3 Bias Suppression

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-12).

Table (4-12)*Arithmetic Mean, SD, Item Importance and Importance Level of Bias Suppression*

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
1	The decisions are made in fairways at my job.	3.57	0.90	1	Medium
7	Assignments are given on the basis of favoritism without regard to competency.	2.78	1.30	2	Medium
6	Decisions are influenced by personal factors like ethnicity, age, gender of employees.	2.71	1.24	3	Medium
Total		3.02	0.94		Medium

It's clear from **Table (4-12)** that the mean of this axis (Bias Suppression), ranged between (3.57 – 2.71), where the whole axis earned a total mean of (3.02), which is a level of Medium. Paragraph **(1)** (The decisions are made in fairways at my job) earned the highest mean reaching (3.57), with standard deviation (0.90), which is a level of Medium, and paragraph **(6)** (Decision are influenced by personal factors like ethnicity, age, gender of employees) came in last Place. It earned a mean of (2.71), and a standard deviation (1.24), which is a level of Medium.

This explains that the Bias suppression in the International Schools in Amman city was in the Medium level and this means employee's perception towards those who carrying out the procedures almost are unfair also duties and responsibilities assigned based on favoritism.

4.2.4 Accuracy

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-13).

Table (4-13)

Arithmetic Mean, SD, Item Importance and Importance Level of Accuracy

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
3	Rules ensure that decisions are made based on facts rather than biased opinions.	3.30	1.10	1	Medium
Total		3.30	1.10		Medium

It's clear from **Table (4-13)** that the mean of this axis (Accuracy), (3.30) with standard deviation (1.10), which is a level of Medium, and paragraph (3) shows that which stipulated (Rules ensure that decisions are made based on facts rather than biased opinions).

This explains that the Accuracy in the International Schools in Amman city was in the Medium level and this means employee's perception towards decisions are outdated and inaccurate, reports are not valid and based on personal opinions and HR policies are not reviewed.

4.2.5 Correctability

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-14).

Table (4-14)*Arithmetic Mean, SD, Item Importance and Importance Level of Correctability*

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
5	Important decisions are made from top down devoid from any consultations.	2.40	1.13	1	Medium
Total		2.40	1.13		Medium

It's clear from *Table (4-14)* that the mean of this axis (Correctability), (2.40) with standard deviation (1.13), which is a level of Medium, and paragraph (5) shows that which stipulated (Important decisions are made from top down devoid from any consultations).

This explains that the Correctability in the International Schools in Amman city was in the Medium level and this means employee's perception towards opportunities that facilitates decisions to be modified are very limited and lack of ability to correct the unwise ones'.

4.3 Distributive Justice

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-15).

Table (4-15)*Arithmetic Mean, SD, Item Importance and Importance Level of Distributive Justice*

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
3	Need	3.36	0.76	1	Medium
1	Equity	2.86	0.86	2	Medium
2	Equality	2.77	0.88	3	Medium
Total		3.03	0.75		Medium

It's clear from *Table (4-15)* that the mean of this axis (Distributive Justice), ranged between (3.36– 2.77), where the whole axis earned a total mean of (3.03), which is a level of Medium. Axis **(3)** (Need) earned the highest mean reaching (3.36), with standard deviation (0.76), which is a level of Medium, Axis **(1)** (Equity) came in Second Place, it earned a mean of (2.86) and a standard deviation (0.86), which is a level of Medium, Axis **(2)** (Equality) came in third Place. It earned a mean of (2.77), and a standard deviation (0.88), which is a level of Medium.

This explains that the Distributive Justice in the International Schools in Amman city was in the Medium level and this means employee's perception towards allocation decisions need to be reviewed and based on individual's contributions.

4.3.1 Equity

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-16).

Table (4-16)

Arithmetic Mean, SD, Item Importance and Importance Level of Equity

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
13	Training opportunities are fair and equitable to me.	2.98	1.29	1	Medium
9	I consider my workload to be quite fair.	2.96	1.04	2	Medium
17	I am fairly rewarded in view of the amount of experience I have.	2.64	1.22	3	Medium
<i>Total</i>		2.86	0.86	=====	Medium

It's clear from *Table (4-16)* that the mean of this axis (Equity), ranged between (2.98 – 2.64), where the whole axis earned a total mean of (2.86), which is a level of Medium. Paragraph **(13)** (Training opportunities are fair and equitable to me) earned the highest mean reaching (2.98), with standard deviation (1.29), which is a level of Medium, and

paragraph (17) (I am fairly rewarded in view of the amount of experience I have) came in last Place. It earned a mean of (2.64), and a standard deviation (1.22), which is a level of Medium too.

This explains that the Equity in the International Schools in Amman city was in the Medium level and this means employee's perception towards rewards almost didn't match their productive contribution and they deserve more benefits.

4.3.2 Equality

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-17).

Table (4-17)

Arithmetic Mean, SD, Item Importance and Importance Level of Equality

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
11	I feel that my job responsibilities are quite fair.	2.91	1.01	1	Medium
12	Career opportunities are fair and equitable to me.	2.81	1.18	2	Medium
8	I think that my level of pay is fair	2.57	1.05	3	Medium
Total		2.77	0.88		Medium

It's clear from *Table (4-17)* that the mean of this axis (Equality), ranged between (2.91–2.57), where the whole axis earned a total mean of (2.77), which is a level of Medium. Paragraph (11) (I feel that my job responsibility are quite fair) earned the highest mean reaching (2.91), with standard deviation (1.01), which is a level of Medium, and paragraph (8) (I think that my level of pay is fair) came in last Place. It earned a mean of (2.57), and a standard deviation (1.05), which is a level of Medium too.

This explains that the Equality in the International Schools in Amman city was in the Medium level and this means employee's perception towards egalitarian almost not quite fair career opportunities, training and pay level are detract of transparency.

4.3.3 Need

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-18).

Table (4-18)

Arithmetic Mean, SD, Item Importance and Importance Level of Need

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
14	People at work are pretty friendly towards me.	3.86	1.01	1	High
15	My supervisor allows me to interact with others.	3.75	1.11	2	High
16	My job provides me with all required incentives and benefits.	3.41	1.05	3	Medium
10	Overall the rewards I receive are quite fair.	2.44	1.18	4	Medium
<i>Total</i>		3.36	0.76		Medium

It's clear from **Table (14-18)** that the mean of this axis (Need), ranged between (3.86–2.44), where the whole axis earned a total mean of (3.36), which is a level of Medium. Paragraph **(14)** (People at work are pretty friendly towards me) earned the highest mean reaching (3.86), with standard deviation (1.01), which is a level of High, and paragraph **(10)** (Overall the rewards I receive are quite fair) came in last Place. It earned a mean of (2.44), and a standard deviation (1.18), which is a level of Medium.

This explains that the Need in the International Schools in Amman city was in the Medium level and this means employee's perception towards their incomes almost didn't ensure their needs and demands.

4.4 Employees Expectations of Workplace fairness

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-19).

Table (4-19)

Arithmetic Mean, SD, Item Importance and Importance Level of Employees Expectations of Workplace Fairness

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
19	My supervisor usually gives me an honest explanation for the decisions being created.	3.72	1.05	1	High
25	My supervisor is lenient with his ratings.	3.62	1.36	2	Medium
18	My supervisor treats me fairly when decisions are being made about my job.	3.57	1.07	3	Medium
23	Cordial relationship ties the management with their employees.	3.49	1.06	4	Medium
24	This organization is characterized by fair working climate	3.44	0.95	5	Medium
22	My supervisor keeps me informed of things I need to do the job well.	3.42	1.27	6	Medium
20	My supervisor is supportive when I have a work problem.	3.34	1.36	7	Medium
21	My supervisor recognizes when I do a good job.	3.14	1.49	8	Medium
26	My performance evaluation is distorted intentionally by the supervisor.	3.11	1.55	9	Medium
Total		3.43	0.72	=====	Medium

It's clear from **Table (4-19)** that the mean of this axis (Employees Expectations of Workplace Fairness), ranged between (3.72 – 3.11), where the whole axis earned a total mean of (3.11), which is a level of Medium. Paragraph (19) (My supervisor usually gives me an honest explanation for the decision being created) earned the highest mean

reaching (3.72), with standard deviation (1.05), which is a level of High, and paragraph (26) (My performance evaluation is distorted intentionally by the supervisor) came in last Place. It earned a mean of (3.11), and a standard deviation (1.55), which is a level of Medium.

This explains that the Employees Expectations of workplace Fairness in the International Schools in Amman city was in the Medium level and this means employee's perception towards their workplace is almost detracts of fair treatment and fails meeting the expectations towards workplace and supervisors fairness.

4.5 Work Alienation

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-20) below.

Table (4-20)

Arithmetic Mean, SD, Item Importance and Importance Level of Work Alienation

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
2	Meaninglessness'	3.43	1.15	1	Medium
1	Powerlessness	3.28	1.17	2	Medium
3	Normlessness	3.28	1.00	3	Medium
4	Self estrangement	3.07	1.18	4	Medium
Total		3.27	1.00		Medium

It's clear from **Table (4-20)** that the mean of this axis (Work Alienation), ranged between (3.43– 3.07), where the whole axis earned a total mean of (3.07), which is a level of Medium. Axis (2) (Meaninglessness') earned the highest mean reaching (3, 43), with standard deviation (1.15), which is a level of medium, Axis (1, and 3) (Powerlessness, and Normlessness) came in Second Place. They both earned a mean of

(3.28), and a standard deviation (1.17, and 1.00), which is a level of medium, Axis (4) (Self estrangement) came in third Place. It earned a mean of (3.07), and a standard deviation (1.18), which is a level of medium.

This explains that the Work Alienation in the International Schools in Amman city was in the Medium level and this means employee's perception towards their organizations is almost unfair, the lack of employee's freedom to convey their voice and loss control on work conditions, self involvement will be decreased in their job.

4.5.1 Powerlessness

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-21) below.

Table (4-21)

Arithmetic Mean, SD, Item Importance and Importance Level of Powerlessness

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
29	I am not allowed to express my own opinions and view about the job.	3.28	1.17	1	Medium
Total		3.28	1.17		Medium

It's clear from **Table (4-21)** that the mean of this axis (Powerlessness), (3.28) with standard deviation (1.17), which is a level of medium, and paragraph (29) show that which stipulated (I am not allowed to express my own opinions and view about the job.)

This explains that the powerlessness in the International Schools in Amman city was in the Medium level and this means employee's perception towards their job are almost controlled and monopolized by others and lack the opportunity to express themselves and fail to arrange their own conditions in workplace.

4.5.2 Meaninglessness

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-22) below.

Table (4-22)

Arithmetic Mean, SD, Item Importance and Importance Level of Meaninglessness

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
31	I am not sure I completely understand the purpose of my job.	3.71	1.15	1	High
32	My work is not really worthwhile.	3.51	1.25	2	Medium
33	I don't enjoy work; I just put in my time to get paid.	3.06	1.50	3	Medium
<i>Total</i>		3.43	1.15		Medium

It's clear from *Table (4-22)* that the mean of this axis (Meaninglessness), ranged between (3.71– 3.06), where the whole axis earned a total mean of (3.43), which is a level of medium. Paragraph **(31)** (I am not sure I completely understand the purpose of my job) earned the highest mean reaching (3.71), with standard deviation (1.15), which is a level of High, and paragraph **(33)** (I don't enjoy work; I just put in my time to paid) came in last Place. It earned a mean of (3.06), and a standard deviation (1.50), which is a level of Medium.

This explains that the Meaninglessness in the International Schools in Amman city was in the Medium level and this means employee's perception towards their jobs are almost lack of worthwhile and see themselves as a tiny part of a whole process and their role in work is not important and pointless.

4.5.3 Normlessness

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-23) below.

Table (4-23)

Arithmetic Mean, SD, Item Importance and Importance Level of Normlessness

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
41	I come to work late without giving prior notice.	3.86	1.28	1	High
39	I do not feel like putting my best effort at work.	3.80	1.07	2	High
38	Over the years I have become disillusioned about my work.	3.43	1.16	3	Medium
42	I take longer break than acceptable at my workplace.	3.14	1.72	6	Medium
34	Facing my daily tasks is a painful and boring experience.	2.98	1.43	7	Medium
35	Work to me is more like a burden.	2.83	1.45	8	Medium
28	I get angry when I think what is going on in this organization.	2.78	1.31	9	Medium
Total		3.26	1.00		Medium

It's clear from **Table (4-23)** that the mean of this axis (Normlessness), ranged between (3.86– 2.78), where the whole axis earned a total mean of (3.26), which is a level of medium. Paragraph **(41)** (I come to work late without giving prior notice) earned the highest mean reaching (3.86), with standard deviation (1.28), which is a level of High, and paragraph **(28)** (I get angry when I think what is going on in this organization) came in last Place. It earned a mean of (2.78), and a standard deviation (1.31), which is a level of Medium.

This explains that the Normlessness in the International Schools in Amman city was in the Medium level this means employee's perception towards workplace is almost separated from the group standards and loss their obligations towards their workplace.

4.5.4 Self Estrangement

The researcher used the arithmetic mean, standard deviation, item importance and importance level as shown in Table (4-24).

Table (4-24)
Arithmetic Mean, SD, Item Importance and Importance Level of Self Estrangement

<i>No</i>	<i>Statements</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Item Importance</i>	<i>Importance Level</i>
30	I can't get practical help from colleagues when difficulties are encountered.	3.44	1.25	1	Medium
36	I feel estranged from myself.	3.38	1.15	4	Medium
27	I would like to leave this organization and never come back.	3.28	1.32	5	Medium
40	I do not feel connected to the events in my workplace.	3.25	1.36	2	Medium
37	I often wish to do something different.	2.52	1.52	3	Medium
Total		3.17	1.18	=====	Medium

It's clear from **Table (4-24)** that the mean of this axis (self-estrangement), ranged between (3.44– 2.52), where the whole axis earned a total mean of (3.17), which is a level of medium. Paragraph **(30)** (I can't get practical help from colleagues when difficulties are encountered) earned the highest mean reaching (3.44), with standard deviation (1.25), which is a level of Medium, and paragraph **(37)** (I often wish to do something different) came in last place. It earned a mean of (2.52), and a standard deviation (1.18), which is a level of Medium.

This explains that the Self Estrangement in the International Schools in Amman city was in the Medium level and this means employee's perception towards workplace is almost losing of one's relation with self and work doesn't satisfy their needs.

4.3 Study Hypotheses Test

The researcher in this part tested the main hypothesis, through Stepwise Multiple Regression analysis with (F) test using ANOVA table as follows:

H01: There is no positive significant direct impact of perception of procedural injustice on work alienation among employees at International Schools in Amman at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher used the Stepwise Multiple Regression analysis to ensure the impact of perception of Procedural Injustice on Work Alienation among employees at International Schools in Amman shown in Table (4-25).

Table (4-25)

Multiple Regression Test to identify the impact of the Procedural Justice (Consistency, Bias Suppression, Accuracy, and Correctability) on Work Alienation

<i>Procedural Justice</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T Calculated</i>	<i>Sig</i>
Consistency	0.075	0.088	0.073	0.865	0.388
Bias Suppression	0.33	0.089	0.311	3.717	0.00
Accuracy	0.335	0.077	0.368	4.324	0.00
Correctability	0.097	0.052	0.111	1.883	0.062

The results in *Table (4-25)* the following variables related to procedural justice that the variables (*Bias, and Accuracy*) have an impact upon work alienation, were calculated

(t) values reached, **(3.717, 4.324)** respectively and their values are moral values at the level of significance ($\alpha \leq 0.05$), while (**Consistency, and Correctability**) does not show any impact upon work alienation amounted (t) **(0.865, 1.883)** respectively. From the previous results we fail to find evidence to accept the null hypothesis (reject null hypothesis), and accept the alternative hypothesis.

Table (4-26)

Results of “Stepwise Multiple Regression test to predict the effect of the Bias Suppression, and Accuracy on Work Alienation

<i>Order of entry of independent elements in the equation to predict</i>	<i>R</i>	<i>R²</i>	<i>(F) Value</i>	<i>T Calculated</i>	<i>Sig</i>
Accuracy	0.657	0.432	121.808	5.335	0.00
Bias Suppression	0.711	0.506	81.410	4.870	0.00

Stepwise Multiple Regression Technique was used to determine the importance of each independent variable separately in contributing to the mathematical model that represents the impact of Procedural Justice (Bias Suppression, and Accuracy upon Work Alienation). As can be seen in *Table (4-26)* shows that the order of entry of independent variables in the regression equation, the variable **Accuracy** explains **(43.2%)** of the variation in the dependent variable, and **Bias Suppression** variable is explained with the **Accuracy** variable which is **(50.6%)** of the variation in the dependent variable, and that assures **Reject** Null Hypothesis and accepts the Alternative.

H02: There is no positive significant direct impact of perception of distributive injustice on work alienation among employees at International Schools in Amman at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher used the Stepwise Multiple Regression analysis to ensure the impact of perception of distributive injustice on work alienation among employees at International Schools in Amman shown in Table (4-27) below.

Table (4-27)

Multiple Regression Test to identify the impact of the Distribute Justice (Equity, Equality, Need) on Work Alienation

<i>Distributive Justice</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T Calculated</i>	<i>Sig</i>
Equity	0.217	0.115	0.188	1.893	0.06
Equality	0.398	0.108	0.349	3.697	0.00
Need	0.318	0.12	0.241	2.652	0.009

The results in *Table (4-27)* the following variables related to distributive justice that the variables (*Equality, and Need*) have an impact upon work alienation, were calculated (t) reached (**3.697, 2.652**), respectively and their values are moral values at the level of significance ($\alpha \leq 0.05$), while (*Equity*) does not show any impact upon Work Alienation amounted (t) (**1.893**) respectively. From the previous results we fail to find evidence to accept the null hypothesis (reject null hypothesis), and accept the alternative hypothesis.

Table (4-28)

Results of "Stepwise Multiple Regression test to predict the effect of the Equality, and Need on Work Alienation

<i>Order of entry of independent elements in the equation to predict</i>	<i>R</i>	<i>R²</i>	<i>(F) Value</i>	<i>T Calculated</i>	<i>Sig</i>
Equality	0.671	0.451	131.222	5.346	0.00
Need	0.706	0.498	78.785	3.864	0.00

Stepwise Multiple Regression technique was used to determine the importance of each independent variable separately in contributing to the mathematical model that represents the impact of Distributive Justice (Equality, and Need upon Work Alienation). As can be seen in Table (4-28) shows that the order of entry of independent variables in the regression equation, the variable **Equality** explains (45.1%), of the variation in the dependent variable, and **Need** variable is explained with the **Equality** variable which is (49.8%) of the variation in the dependent variable, and that assures **Reject** Null Hypothesis and accepts the Alternative.

H03: There is no positive significant direct impact of procedural injustice on employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher used the Stepwise Multiple Regression analysis to ensure the impact of procedural injustice on employee's expectations of workplace fairness at International Schools in Amman shown in Table (4-29).

Table (4-29)

Multiple Regression Test to identify the impact of the Procedural Justice on Employees expectations of workplace fairness

<i>Procedural Justice</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T Calculated</i>	<i>Sig</i>
Consistency	0.203	0.068	0.272	2.989	0.003
Bias Suppression	0.141	0.069	0.185	2.046	0.042
Accuracy	0.18	0.06	0.276	2.997	0.003
Correctability	0.014	0.04	0.024	0.37	0.712

The results in *Table (4-29)* the following variables related to procedural justice that the variables (*Consistency, Bias Suppression, and Accuracy*) have an impact upon Employees' expectations of workplace fairness, were calculated (t) reached (**2.989, 2.046, 2.997**), respectively and their values are moral values at the level of significance ($\alpha \leq 0.05$),, while (*Correctability*) does not show any impact upon Employees' expectations of workplace fairness amounted (t) (**0.37**) respectively. From the previous results we fail to find evidence to accept the null hypothesis (reject null hypothesis), and accept the alternative hypothesis.

Table (4-30)

Results of "Stepwise Multiple Regression test to predict the effect of the Consistency, Bias Suppression, Accuracy on Employees Expectations of Workplace Fairness"

<i>Order of entry of independent elements in the equation to predict</i>	<i>R</i>	<i>R²</i>	<i>(F) Value</i>	<i>T Calculated</i>	<i>Sig</i>
Accuracy	0.590	0.359	89,670	3.037	0.00
Consistency	0.646	0.418	57.071	2.975	0.00
Bias Suppression	0.660	0.435	40.614	2.214	0.00

Stepwise Multiple Regression technique was used to determine the importance of each independent variable separately in contributing to the mathematical model that represents the impact of Procedural Justice (Accuracy, Consistency, Bias Suppression upon Employees' Expectations of Workplace Fairness), As can be seen in Table (4-30) shows that the order of entry of independent variables in the regression equation, the variable **Accuracy** explains (**35.9%**) of the variation in the mediator variable, the **Consistency** variable is explained with the **Accuracy** variable which is (**41.8%**) of the

variation in the mediator variable, and the variable **Bias Suppression** with Previous Variables is explained (43.5%) of the variation in the mediator variable. Therefore, the variable Accuracy has occupied the first place, consistency has occupied the second place and finally Bias Suppression was the last that impact on Employees' Expectations of Workplace Fairness and that assures **Reject** null Hypothesis and accepts the alternative Hypothesis.

H04: There is no positive significant direct impact of distributive injustice on employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher used the Stepwise Multiple Regression analysis to ensure the impact of distributive injustice on employees' expectations of workplace fairness at International Schools in Amman shown in Table (4-31) below.

Table (4-31)

Multiple Regression Test to identify the impact of the Distributive Justice on Employees expectations of workplace fairness

<i>Distributive Justice</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T Calculated</i>	<i>Sig</i>
Equity	0.154	0.084	0.186	1.96	0.05
Equality	0.12	0.079	0.147	1.522	0.13
Need	0.401	0.088	0.424	4.567	0.00

The results in *Table (4-31)* the following variables related to distributive justice that the variables (*Equity, and Need*) have an impact upon Employees' expectations of workplace fairness, were calculated (t) reached (*1.96, 4.567*) respectively and their values are moral values at the level of significance ($\alpha \leq 0.05$), while (*Equality*) does not

show any impact on Employees' expectations of workplace fairness, amounted (t) (1.522). From the previous results we fail to find evidence to accept the null hypothesis (reject null hypothesis), and accept the alternative hypothesis.

Table (4-32)

Results of "Stepwise Multiple Regression test to predict the effect of the Need and Equity on Employees Expectations of Workplace Fairness

<i>Order of entry of independent elements in the equation to predict</i>	<i>R</i>	<i>R²</i>	<i>(F) Value</i>	<i>T Calculated</i>	<i>Sig</i>
Need	0.672	0.452	131.740	5.387	0.00
Equity	0.694	0.481	73.709	3.008	0.00

Stepwise Multiple Regression technique was used to determine the importance of each independent variable separately in contributing to the mathematical model that represents the impact of Distributive Justice (Need and Equity upon Employees' Expectations of Workplace Fairness), As can be seen in Table (4-32) shows that the order of entry of independent variables in the regression equation, the variable **Need** explains (45.2%) of the variation in the mediator variable, and the Equity variable is explained with the Need variable which is (**41.8%**) of the variation in the mediator variable. Therefore, the variable **Need** has occupied the first place impact on Employee's Expectations of Workplace and Supervisor's Fairness, and that assures to **Reject** null Hypothesis and accepts alternative Hypothesis.

In order to test the hypotheses (5 & 6) a structural equation modeling (SEM) was used which is a collection of statistical models that seeks to explain relationships among multiple variables. It enables researchers to examine interrelationships among multiple dependent and independent variables simultaneously (*Hair et al., 2010*). The reasons for selecting SEM for data analysis were, firstly; SEM has the ability to test causal relationships between constructs with multiple measurement items (*Hair et al., 2010*). Secondly, it offers powerful and rigorous statistical procedures to deal with complex models (*Tabachnick and Fidel, 2001; Hair et al., 2010*). The relationships between constructs are tested using the structural model (*Hair et al., 2010*). A one-step approach was adopted to perform SEM analysis as recommended by (*Anderson and Gerbing, 1988*). For the structural model, was performed using the SEM software AMOS v.16.0, the structural model related to dependent intermediate and independent variables were specified in order to test the hypotheses. Results of structural model are presented as follows section.

H05: There is no positive indirect impact of procedural injustice on work alienation through the employees' expectations" of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

In order to test the hypotheses Structural equation modeling (SEM) has three main types of fit measure indices: absolute fit indices, incremental fit indices, and parsimonious fit indices. Results of these fit measures obtained in this study and their recommended levels are presented in Table (4-33).

Table (4-33)

Goodness of fit statistics for the Initial SEM

			Absolute fit measures			Incremental fit measures		Parsimony fit measure
	χ^2	Df	χ^2/df	GFI	RMSEA	NFI	CFI	AGFI
Criteria			$\chi^2/df < 3$	≥ 0.90	< 0.05	≥ 0.90	≥ 0.90	≥ 0.80
Obtained	42.22	16	2.63	0.949	0.05	0.964	0.997	0.856

Note: χ^2 = Chi-square; df = degree of freedom; GFI = Goodness of fit index; RMSEA = Root mean square error of approximation; NFI = Normated fit index; CFI = Comparative fit index; AGFI – Adjusted goodness of fit index

The fitness was performed on the structure model comprising three factors, which were work alienation as in depended variable and procedural injustice as independent variables while the employees' expectations of workplace fairness as mediator variable. The Structure Model was evaluated by using the maximum likelihood (ML) estimation techniques provided by the AMOS 16. Table (4-33) provides summarized results of the initial structure model. The results revealed that chi square statistics ($\chi^2=42.22$, $df=16$) was significant at $p < 0.05$ indicating that fit of data to the model was good and should be accepted, after checking the χ^2/df which was 2.63.

However, it was unreasonable to rely on the chi-square statistics as a sole indicator for evaluating the specification of model, as this statics is sensitive to the sample size and is very sensitive to the violations of the assumption of normality, especially the multivariate normality; therefore, it can be misleading. . Thus, other fit indices i.e. GFI, AGFI, CFI, and RMSEA were used to assess the specification of the model.

Results revealed that the value of **GFI= 0.949**, **AGFI= 0.856**, **CFI =0.997**, and **RMSEA=0.05** these results indicated that all the indices are accepted, after the model fitness calculation, **there is a positive indirect impact of procedural injustice on work alienation through the employees' expectations" of workplace fairness, so we will Reject the Null Hypothesis and accepts the Alternative Hypothesis.**

Table (4-34)

Standard regression weight for the indirect effect of procedural injustice on work alienation through the employees' expectations" of workplace fairness

			Sta. Est	Estimate	S.E.	C.R.	P
E. Expectations	<---	Consistency	0.32	0.27	0.07	4.02	***
E. Expectations	<---	Correctability.	0.06	0.04	0.04	0.94	0.35
E. Expectations	<---	Accuracy	0.22	0.15	0.06	2.63	0.01
E. Expectations	<---	Bias Supp.	0.20	0.15	0.07	2.24	0.03
Self-Estrange.	<---	Empl. Exp.	0.59	1.00	0.10	9.72	***
Powerlessness	<---	Empl. Exp.	0.47	0.77	0.11	6.77	***
Meaninglessness	<---	Empl. Exp.	0.65	0.93	0.10	8.94	***
Normlessness	<---	Empl. Exp.	0.60	0.92	0.08	10.97	***

Table (4-35)

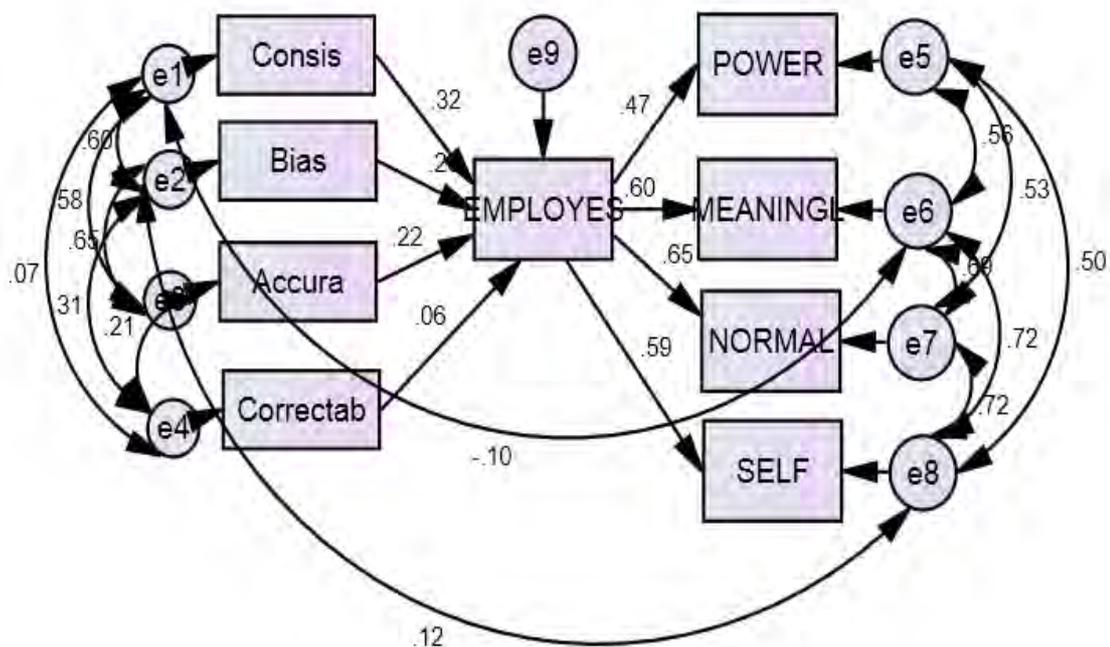
Standard regression weight for the indirect effect of procedural injustice on work alienation through the employees' expectations" of workplace fairness

	Correctability	Accuracy	Bias. Supp	Consistency	Empl. Exp.
E. Expectations	.000	.000	.000	.000	.000
Self-Estrangement	.037	.133	.122	.195	.000
Normlessness	.040	.143	.131	.210	.000
Meaninglessness	.035	.126	.116	.185	.000
Powerlessness	.028	.103	.094	.151	.000

From the **Table (4-35)** there are indirect impacts for the procedural injustice domains on the alienation domains, the **Consistency** domain has the higher indirect impact on different alienations domains which were respectively (0.195, 0.210, 0.185, 151) for self-estrangement, normlessness, meaningfulness, and powerlessness. Also **Bias Suppression** has indirect impact on the self-estrangement, normlessness, meaningfulness, and powerlessness the value was (0.122, 0.131, 0.116, and 0.094) in addition to **Accuracy** has indirect impact on the self-estrangement, normlessness, meaningfulness, and powerlessness the values were (0.133, 0.143, 0.126, and 0.103), finally the **Correctability** has indirect impact self-estrangement, normlessness, meaningfulness, and powerlessness the values were (0.037, 0.40, 0.035, 0.028). Figure (4-2) illustrates the path analysis for the procedural justice factors and its effects on work alienation through the Mediator variable.

Figure (4-2)

Structural equation model for procedural justice factors effect on work alienation factors through employees' expectations of workplace fairness. **Source:** prepared by the researcher.



H06: There is no positive indirect impact of distributive injustice on work alienation through the employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$).

In order to test the hypotheses Structural equation modeling (SEM) has three main types of fit measure indices: absolute fit indices, incremental fit indices, and parsimonious fit indices. Results of these fit measures obtained in this study and their recommended levels are presented in Table (4-36) below.

Table (4-36)

Goodness of fit statistics for the Initial SEM

			Absolute fit measures			Incremental fit measures		Parsimony fit measure
	χ^2	Df	χ^2/df	GFI	RMSEA	NFI	CFI	AGFI
Criteria			$\chi^2/df < 3$	≥ 0.90	< 0.05	≥ 0.90	≥ 0.90	≥ 0.80
Obtained	48.80	16	3.05	0.936	0.04	0.955	0.964	0.80

Note: χ^2 = Chi-square; df = degree of freedom; GFI = Goodness of fit index; RMSEA = Root mean square error of approximation; NFI = Normated fit index; CFI = Comparative fit index; AGFI – Adjusted goodness of fit index

The fitness was performed on the structure model comprising three factors, which were work alienation as in depended variable and distributive injustice as independent variables while the employees' expectations of workplace & supervisors fairness as a Mediator variable.

The structure model was evaluated by using the maximum likelihood (ML) estimation techniques provided by the AMOS 16. Table (4-36) above provides summarized results of the initial Structure model. The results revealed that chi square statistics ($\chi^2=48.80$, $df=16$) was significant at $p<0.05$ indicating that fit of data to the model was good and should be accept, after checking the χ^2/df which was 3.05.

However, it was unreasonable to rely on the chi-square statistics as a sole indicator for evaluating the specification of model, as this statics is sensitive to the sample size and is very sensitive to the violations of the assumption of normality, especially the multivariate normality; therefore, it can be misleading. . Thus, other fit indices i.e. GFI, AGFI, CFI, and RMSEA were used to assess the specification of the model.

Results revealed that the value of **GFI= 0.936**, **AGFI= 0.80**, **CFI =0.964**, and **RMSEA=0.04**. These results indicated that all the indices are accepted, after the model fitness calculation **there is a positive indirect impact of distributive injustice on work alienation through the employees' expectations" of workplace fairness, so we will Reject the Null Hypothesis and accepts the Alternative Hypothesis.**

Table (4-37)

Standard regression weight for the direct effect of distributive injustice on work alienation through the employees' expectations" of workplace fairness

			Sta. Est.	Estimate	S.E.	C.R.	P
E.Expectations	<---	Need	0.425	0.401	0.086	4.647	***
E.Expectations	<---	Equality	0.145	0.12	0.078	1.537	0.124
E.Expectations	<---	Equity	0.186	0.154	0.083	1.852	0.064
Self-Estrange.	<---	Empl.Exp.	0.603	0.981	0.101	9.727	***
Powerlessness	<---	Empl.Exp.	0.47	0.767	0.114	6.755	***
Meaninglessness	<---	Empl.Exp.	0.575	0.927	0.104	8.928	***
Normlessness	<---	Empl.Exp.	0.653	0.915	0.084	10.947	***

Table (4-38)

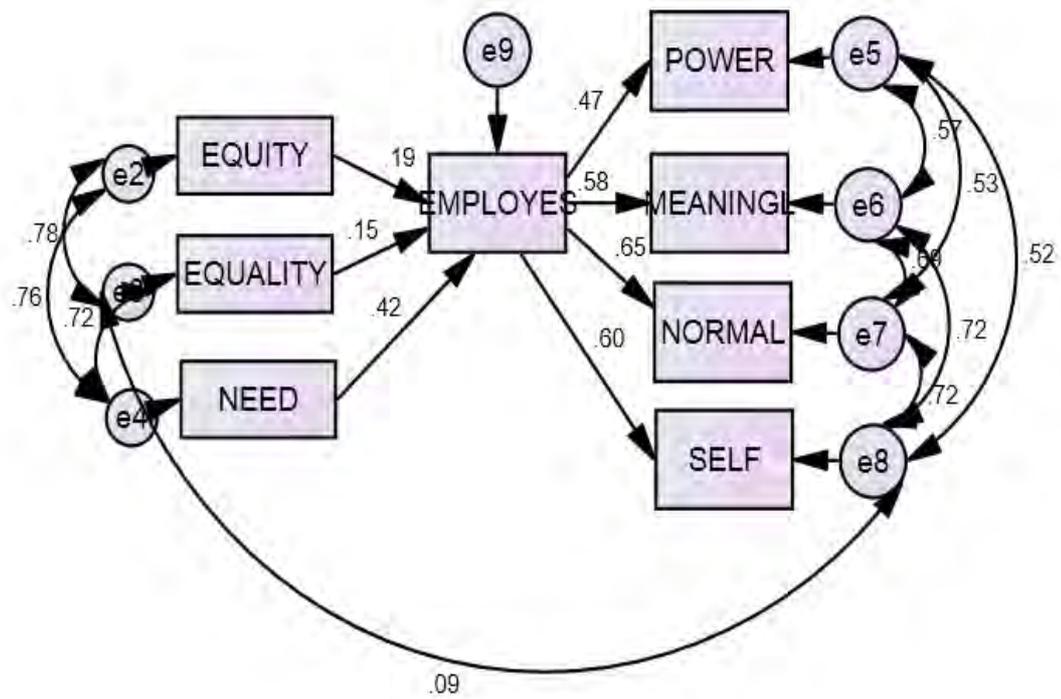
Standard regression weight for the indirect effect of distributive injustice on work alienation through the employees' expectations" of workplace fairness

	NEED	EQUALITY	EQUITY	EMPLOYES
E.Expectations	.000	.000	.000	.000
Self-Estrange.	.256	.088	.112	.000
Normlessness	.277	.095	.122	.000
Meaninglessness	.244	.084	.107	.000
Powerlessness	.200	.068	.088	.000

From the *Table (4-38)* there are indirect impact for the distributive injustice domains on the alienation domains, the **Need** domain has the higher indirect impact on different alienation domains which were respectively (0.256, 0.277, 0.244, 0.200) for self-estrangement, normlessness, meaninglessness, and powerlessness. Also **Equality** was (0.088, 0.095, 0.084, 0.068) in addition to **Equity** has indirect impact on the for self-estrangement, normlessness, meaninglessness, and powerlessness the values were (0.112, 0.122, 0.107, 0.088). Figure (4-3) illustrates the path analysis for the distributive justice factors and its effects on work alienation through the mediator variable. As shown in Figure (4-3) show below.

Figure (4-3)

Structural equation model for distributive justice factors effect on work alienation factors through employees' expectations of workplace fairness. **Source:** prepared by the researcher.



H07: There is no positive significant direct impact of employees' expectations' of workplace fairness on work alienation at International Schools in Amman at level ($\alpha \leq 0.05$).

To test this hypothesis the researcher used the Simple Regression analysis to ensure the impact of employees' expectations of workplace fairness on work alienation at International Schools in Amman shown in Table (4-39) below.

Table (4-39)

Simple regression to ensure the impact of Employees expectations of workplace fairness on work alienation at international schools in Amman

R	R2	B	Beta	F Value	DF	Sig
0.663	0.439	0.924	0.663	125.254	161	0.00

From **Table (4-39)** it is observed that there is a significant impact of employees' expectations of workplace fairness on work alienation at international schools in Amman. The correlation coefficient **R** was (0.663) at level ($\alpha \leq 0.05$), whereas the determination coefficient **R²** was (0.439). This means the (43.9 %) of total variation in work alienation can be explained by expectations of workplace fairness at international schools in Amman. The other 56% of the total variation in work alienation remains unexplained. Since **Beta** was (0.663) this means the increase of one unit in employees expectations of workplace fairness variables concerned will increase Work alienation value (0.663). Assuring significant impact **F Calculate** was (125.254) and is significant at level ($\alpha \leq 0.05$) compared with **F Tabulated** was (1.96), and that assures **Reject Null Hypothesis** and accepts Alternative Hypothesis.

CHAPTER FIVE

Results, Conclusions and Recommendations

5-1 Results

The current study explores employees' perceptions toward organizational injustice and to investigate how these perceptions connected to work alienation, as well as to determine the cause of work alienation among employees' from different levels of positions who work at International Schools in Amman; the results offered an introductory insight into employees' who experiences alienation. And in order to answer the questions and test hypotheses which indicated in chapter one, the study has arrived to many findings by using arithmetic mean, standard deviation, item importance and importance level of the study variable's and the results are shown below:

1. The importance level of Procedural Justice at International Schools in Amman city was in the Medium level (3.03) shown in Table (4-10).
2. The importance level of Consistency at International Schools in Amman city was in the Medium level (3.21) shown in Table (4-11).
3. The importance level of Bias Suppression at International Schools in Amman city was in the Medium level (3.02) shown in Table (4-12).
4. The importance level of Accuracy at International Schools in Amman city was in the Medium level (3.30) shown in Table (4-13).

5. The importance level of Correctability at International Schools in Amman city was in the Medium level (2.40) shown in Table (4-14).
6. The importance level of Distributive Justice at International Schools in Amman city was in the Medium level (3.03) shown in Table 4-(15).
7. The importance level of Equity at International Schools in Amman city was in the Medium level (2.86) shown in Table (4-16).
8. The importance level of Equality at International Schools in Amman city was in the Medium level (2.77) shown in Table (4-17).
9. The importance level of Need at International Schools in Amman city was in the Medium level (3.36) shown in Table (4-18).
10. The importance level of Employees' Expectations of Workplace & Supervisors Fairness at International Schools in Amman city was in the Medium level (3.43) shown in Table (4-19).
11. The importance level of Work Alienation at International Schools in Amman city was in the Medium level (3.27) shown in Table (4-20).
12. The importance level of Powerlessness at International Schools in Amman city was in the Medium level (3.28) shown in Table (4-21).
13. The importance level of Meaninglessness at International Schools in Amman city was in the Medium level (3.43) shown in Table (4-22).

14. The importance level of Normlessness at International Schools in Amman city was in the Medium level (3.28) shown in Table (4-23).

15. The importance level of Self – estrangement at International Schools in Amman City was in the Medium level (3.07) shown in Table (4-24).

A series of Pearson correlation and regression test were used as well as simple, stepwise multiple regression analysis, structural path analysis, and One Way ANOVA was performed to answer study questions and hypothesis.

1. There is a positive significant direct impact of perception of procedural injustice on work alienation among employees at International Schools in Amman Amman at level ($\alpha \leq 0.05$); this means that work alienation will increase positively and concurrently with the increasing of procedural injustice. Bias Suppression and Accuracy are hitting a high rate of impact that led to work alienation and this means, once the employees' perceived higher rates of organizational injustice in the form of bias and accuracy will increase employee's alienation. This result is consistent with (Nair et al., 2008; Sookoo, 2014; Taamneh, 2014) when they stated that respectively, perceptions of poor organizational justice can lead to organizational retaliatory behavior or aggression which considered as outcomes of work alienation and both distributive and procedural justice influenced alienation, in addition lack of job security have a significant impact on the feeling of work alienation.
2. There is a positive significant direct impact of perception of distributive injustice on work alienation among employees at International Schools in Amman

Amman at level ($\alpha \leq 0.05$); this means that work alienation will increase positively and concurrently with the increasing of distributive injustice. Equality Need are hitting a high rate of impact that led to work alienation and this means, once the employees' perceived higher rates of organizational injustice in the form of Equality and Need will increase employee's alienation.

3. There is a positive significant direct impact of procedural injustice on employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$). This means that employees' expectations toward unfairness will increase positively and concurrently with the increasing of procedural injustice. Accuracy, Consistency, and Bias Suppression are hitting a high rate impact upon the mediator variable which in turn lead to work alienation. This result is consistent with (Bol, 2009; Grund & Przemec, 2012; Karimi et al., 2014) when they stated that respectively, supervisor bias affects future employee's incentives also if the supervisors are not rewarded for their accurate ratings they will lose their motivation to gather information regarding employees' performance likewise; positive and negative supervisor's behaviors have remarkable effects on job neglect thus, negative supervisor's behavior was more strongly associated with job neglect than positive supervisor behavior.
4. There is a positive significant direct impact of distributive injustice on employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$). This means that employees' expectations toward unfairness will increase positively and concurrently with the increasing of distributive injustice. Need and Equity are hitting a high rate impact upon the mediator variable which in turn lead to work alienation and this means once the

employees' perceived that rewards are not based on their contributions and benefits are not provided on the personal requirements bases will create a disappointment of employee's expectations towards fairness.

5. There is a positive indirect impact of procedural injustice on work alienation through the employees' expectations" of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$). path analysis was used to test the indirect impact of procedural injustice dimensions on work alienation dimensions the factor loadings were high which indicate to a strong relationships among the variables and this is an indication to the construct validity. The analysis showed that the increasing of the unfair procedures, inaccurate and outdated information based on a personal self interest that used to make decisions would increase work alienation concurrently, also cross loadings regarding consistency and meaninglessness indicated to a negative relation and that means the decrease of justice procedures will increase the employee's feeling that their efforts in their jobs are worthless.
6. There is a positive indirect impact of distributive injustice on work alienation through the employees' expectations' of workplace fairness at International Schools in Amman at level ($\alpha \leq 0.05$). path analysis was used to test the indirect impact of distributive injustice dimensions on work alienation dimensions the factor loadings were high which indicate to a strong relationship among the variables and this is an indication to the construct validity. The analysis showed that once allocation resources such reward, benefits, and incentives are not distributed in fairway among employees work alienation will increase at the same time.

7. There is a positive significant direct impact of employees' expectations' of workplace fairness on work alienation at International Schools in Amman at level ($\alpha \leq 0.05$). This means work alienation will increase positively and concurrently with the increasing of employee's expectations toward unfair workplace. This result is consistent with Nair and Vohra (2008), indicated in their study to the importance of the relationship between the employees and superiors and its role to achieve tasks, also they added that the conflict between both will lead to turnover intentions and the poor relations could be a reason to experience alienation not only with the superiors but also with peers, subordinated, and clients moreover; an evidence showed that the perceptions of poor organizational justice could lead to negative behavior or which in turn considered as outcomes or work alienation.

5-2 Conclusions

Based on the results that obtained through statistical analysis it has been found that the mediator variable (employees expectations of workplace and supervisor's fairness) have a positive significant direct impact on work alienation as well as it has been reached that organizational injustice will increase the alienation's factors among employees at international Schools in Amman. Therefore; organizations with low levels of organizational justice had alienated employees. In addition, employees' who experienced the failure to meet their expectations' were also alienated. Moreover; expectations' of employees toward workplace and supervisors' fairness have an important role in creating alienation among employees' within their workplace.

5-3 Recommendations

In the light of the current study the researcher has suggested some recommendations on practical and scientific level.

5.3.1 Practical recommendations:

1. Organizations should set up their policies and procedures based on employees' needs and wants, rewards and incentives should be distributed fairly and according to employee's contributions.
2. Establishing work ethics and improving leadership by reviewing power, authority and control by reviewing organizational structure.
3. Human resource department should pay attention to select the appropriate person fit job and avoid biases in selection process.
4. Leverage the quality of communication between managers' and employees by encouraging managers to behave fairly would also decreases work alienation.
5. Creating fair atmosphere by working on supervisory behavior, improving work environment via adapting the open door policy that would provide employees' the opportunity to convey their voice without restrictions which in turn lead to avoid work alienation.
6. Empowering employees by providing opportunities of training in order to horizon their knowledge and make them aware of their duties and removing the vagueness and conflicts.
7. Paying attention to the employees' needs and requirements and offered support rather seeking profits.
8. Paving the way for increasing the opportunity for career advancement based on fair policies and procedures.
9. Removing job related tensions will decrease employee's burnout, cynicism, employees' turnover and work alienation.

5.3.2 Scientific recommendations:

It is recommended to perform more researches and considering more variables relate work alienation in order to identify all the effective factors that influencing in long-term. It also recommended conducting further studies of this type across other different industries in Jordan to take a broad view of their findings. Finally, also it is recommended that this study to be included in the list of research priorities of the educational and administrative institutes to determine the aspects of this phenomenon across those organizations.

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Appendix (1)

Reviewing Letter

بسم الله الرحمن الرحيم

حضرة الأستاذ الدكتور.....المحترم

تحية طيبة وبعد ،،

تقوم الباحثة بإجراء دراسة حول العدالة التنظيمية والاعتراب الوظيفي وذلك للحصول على درجة الماجستير في إدارة الأعمال، لذا قامت الباحثة بتطوير استبانة لقياس اثر إدراك العدالة التنظيمية في الشعور بالاعتراب الوظيفي. أرجو التكرم بإبداء رأيكم السديد ومقترحاتكم بشأن فقرات الاستبانة نظرا لما تتمتعون من خبرة ودراية علمية وسمعة أكاديمية طيبة والتي ستكون لملاحظاتكم ابعء الأثر في تقييم العمل فيما إذا كان صالحا أو غير صالح , ومدى انتماء كل فقرة للمجال المحدد لها وبنائها اللغوي وأية مقترحات أو تعديلات ترونها مناسبة لتحقيق هدف الدراسة الحالية علما بان بأن الباحثة سوف تستخدم مقياس ليكرت الخماسي بدءا من (أوافق بشدة = 5 ، وتنتهي لا أوافق بشدة = 1).

مع خالص الشكر والتقدير

الطالبة جانيث سليمان

المشرف: أ. د. محمد النعيمي

جامعة الشرق الأوسط / عمان

المرفقات :

نموذج الاستبانة.

نموذج الدراسة.

فرضيات الدراسة.

Appendix (2)
List of the Questionnaire's Arbitrators

No	Name	University	Specialty
1	Prof. Dr. Kamel Al-Mugrabi	Middle East University (MEU)	Business Administration
2	Prof. Dr. Laith Al-Rubaie	Middle East University (MEU)	Business Administration - Marketing
3	Prof.Dr. Ahmad Ali Saleh	Middle East University (MEU)	Business Administration - Human Resource
4	Dr. Abdalla Abu Salma	Middle East University (MEU)	Business Administration
5	Dr. Murad S. Attiany	Middle East University	Business Administration
6	Dr. Amjad F.Tweiqat	Middle East University (MEU)	Business Administration
7	Dr. Ismail Abu Sheikha	German Jordan University (GJU)	Business Administration - Logistics
8	Dr. Malik Sharairi	German Jordan University (GJU)	Business Administration - Accounting

Source: prepared by the researcher.

Appendix (3)

Task Facilitation Letter

MEU جامعة الشرق الأوسط
MIDDLE EAST UNIVERSITY

كلية الأعمال - مكتب العميد
Dean Office - Faculty of Business

التاريخ: 2015/2/2
الرقم: كع/1/ح

لمن يهمه الأمر

الموضوع / مساعدة الباحثة جانيت سليمان مركهي

تحية طيبة، وبعد،

حيث أن المذكورة أعلاه طالبة في برنامج الماجستير في إدارة الأعمال، فأنا نطلب التكرم بتسهيل مهمة الطالبة المذكورة وبكل ما يحتاجه من مساعدة لإنجاز بحثه للحصول على درجة الماجستير والمرسومة بالعنوان التالي " أثر إدراك غياب العدالة التنظيمية في الشعور بالاغتراب الوظيفي" وذلك في إطار التعاون بين الجامعة والمؤسسات الحكومية والخاصة. علماً بأن المعلومات التي ستحصل عليها الباحثة ستبقى سرية ولن تستخدم إلا لأغراض البحث العلمي فقط.

وتفضلوا بقبول فائق الاحترام والتقدير

رئيس قسم إدارة الأعمال
د. عبد العزيز الشرباتي



Part Two: Please indicate your level of agreement with the following statements:

No.	Statements'	Strongly Agree 5	Agree 4	Neutrals 3	Disagree 2	Strongly Disagree 1
Employee Perceptions Towards Procedural Justice. (1-7)						
1	The decisions are made in fairways at my job.					
2	The rules and procedures are equally fair to everyone.					
3	Rules ensure that decisions are made based on facts rather than biased opinions.					
4	All jobs decisions are applied consistently across all employees.					
5	Important decisions are made from top down devoid from any consultations.					
6	Decisions are influenced by personal factors like ethnicity, age, gender of employees.					
7	Assignments are given on the basis of favoritism without regard to competency.					
Employee Perceptions Towards Distributive Justice. (8-17)						
8	I think that my level of pay is fair					
9	I consider my workload to be quite fair.					
10	Overall the rewards I receive are quite fair.					
11	I feel that my job responsibilities are quite fair.					
12	Career opportunities are fair and equitable to me.					
13	Training opportunities are fair and equitable to me.					
14	People at work are pretty friendly towards me.					
15	My supervisor allows me to interact with others.					

16	My job provides me with all required incentives and benefits.					
17	I am fairly rewarded in view of the amount of experience I have.					
Workplace and Supervisor's Fairness (18-26)						
18	My supervisor treats me fairly when decisions are being made about my job.					
19	My supervisor usually gives me an honest explanation for the decisions being created.					
20	My supervisor is supportive when I have a work problem.					
21	My supervisor recognizes when I do a good job.					
22	My supervisor keeps me informed of things I need to do the job well.					
23	Cordial relationship ties the management with their employees.					
24	This organization is characterized by fair working climate.					
25	My supervisor is lenient with his ratings.					
26	My performance evaluation is distorted intentionally by the supervisor.					
Work Alienation (27- 42)						
27	I would like to leave this organization and never come back.					
28	I get angry when I think what is going on in this organization.					
29	I am not allowed to express my own opinions and view about the job.					
30	I can't get practical help from colleagues when difficulties are encountered.					
31	I am not sure I completely understand the purpose of my job.					

32	My work is not really worthwhile.					
33	I don't enjoy work; I just put in my time to get paid.					
34	Facing my daily tasks is a painful and boring experience.					
35	Work to me is more like a burden.					
36	I feel estranged from myself.					
37	I often wish to do something different.					
38	Over the years I have become disillusioned about my work.					
39	I do not feel like putting my best effort at work.					
40	I do not feel connected to the events in my workplace.					
41	I come to work late without giving prior notice					
42	I take longer break than acceptable at my workplace.					

Thank you.

Janet Sulaiman Merkke