

# EVALUATION OF WORK ALIENATION, JOB SATISFACTION, CONSTITUENT JUSTICE, WORK ROTATION OF PROFESSORS OF NON-GOVERNMENTAL COLLEGES AND ITS IMPACT ON EXCELLENCE PERFORMANCE

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**ABSTRACT:** *The purpose of this research aims at presenting the view based on expatriate career among the professors of civil colleges and its reflection on outstanding performance, and exploring the effect of job satisfaction, organizational justice, job security on outstanding performance.*

*This study aims to assess the status of university professors and assess their satisfaction with the environment in which they work. Design / Methodology / Approach The descriptive approach was used. The questionnaire was used to collect data in order to develop a reliable and correct measurement model for the search variables. The hypotheses were tested using some statistical treatments.*

*The results showed that there was a weak performance in the colleges investigated because of the high level of expatriation of university professors, which reflected the alienation to the low level of job security, as well as the low level of organizational justice led to a decline in job satisfaction in universities investigated.*

*Practical Implications: This study provides a useful measure of the relationship between career expatriation among faculty members and the extent of its reflection on outstanding performance.*

*Authenticity / Value Originality / value: This study undertakes to assist the top management in the academic sector to address the challenge of increasing the phenomenon of expatriation, and how to deal with it in order to reduce the process of turnover and enhance the performance excellence.*

**Key words:** career alienation, job satisfaction, organizational justice, job security, outstanding performance·Work Alienation, job satisfaction, organizational justice, Job security, Excellence performance

## 1.INTRODUCTION

Alienation is one of the few concepts that are rare in management. The concept of alienation has become famous through the social and political writings of Karl Marx, whose capitalist theory has since been strongly criticized in Western European society [34]. Alienation often refers to the isolation of the person from his environment and himself. When the term "organizational alienation" or "alienation at work" is considered from an organizational perspective, it refers to the abstraction of the individual from the working environment and from himself [6]. In general, alienation is a multidimensional concept [5]. And alienation has two main dimensions: powerlessness and meaninglessness, and inability to work: the employee feels that he has no control over the way the business is done, and the meaning of the work is the perception of employees that their work is not important or worthwhile because it has no value to society [7]. Satisfaction is the measure of employee happiness with their work and the working environment [2]. According to stress theory, job insecurity is a labor pressure factor, since the prospect of job loss can be considered a source of concern. In this context, an increasing body of research has focused on how job insecurity can be detrimental to staff. In fact, it was noted that job insecurity negatively affects staff attitudes, including job and organizational satisfaction [28]. There are many reasons why a staff member feels alienated from the job. One of the reasons is the employee's lack of organizational justice in the work environment. The term "organizational justice" refers to "the extent to which employees believe that the procedures, interaction and outputs were fair and equitable. Attitudes and behavior, and this perception in the case of being negative or positive can be reflected on the performance of the organization [6].

Functional excellence, job satisfaction, lack of sense of justice and job security clearly reflect the outstanding performance of the employee, and excellence in performance is "a measure of consistently superior performance that exceeds requirements and expectations without significant defects or losses" [36].

## RESEARCH METHODOLOGY

**RESEARCH PROBLEM:** The academic sector is one of the most important service sectors in the societies of the world, especially the educational institutions represented by universities. It has drawn attention to the increase in career rotation in the civil colleges operating in Iraq. This may negatively affect the college's outputs and increase administrative and financial costs. And competency to competitive universities, and the current study has addressed some variables such as (career alienation, job satisfaction, organizational justice) to try to resolve some aspects of this problem, and will be revealed the relationship of career expatriation and job satisfaction and organizational justice in performance Distinct owners teaching factor in college [12].

**RESEARCH IMPORTANCE:** The importance of the current research stems from the importance of the university professor. The university professor is the cornerstone of the educational organizations and the importance of the specialized administration to manage these minds who represent the valuable human capital of the educational organizations represented by the universities. When the senior management recognizes the gaps between what the university professor wants and what he actually exists, in order to bridge this gap, senior management should identify the obstacles to enhancing the job satisfaction of the university professor, and thus senior management will succeed in bridging the precious human

capital in the future and the future. Firm relationship through the study of the causes of alienation and career promotion of job security in the Organization.

**RESEARCH GOAL:** The aim of the research is to know the extent to which the civil colleges comply with the requirements of the university professor, assess the satisfaction of the university professor, identify the reasons for expatriation, what is the ratio of his presence in the civil colleges, and examine the relationship between job expatriation, job satisfaction and job security. Job satisfaction and job security with outstanding performance, for the purpose of correcting the tracks and convictions of senior management [20].

**OUTLINE SEARCH SCHEMA:** The study plan was formulated according to a survey of the intellectual output of the literature related to the subject of career alienation, job satisfaction, organizational justice, job security, and outstanding performance. After extensive review of research and studies in this field, the two-way arrow represents the relationship of correlation, while the one-way arrow represents the hypothesis of influence as shown in figure (1).

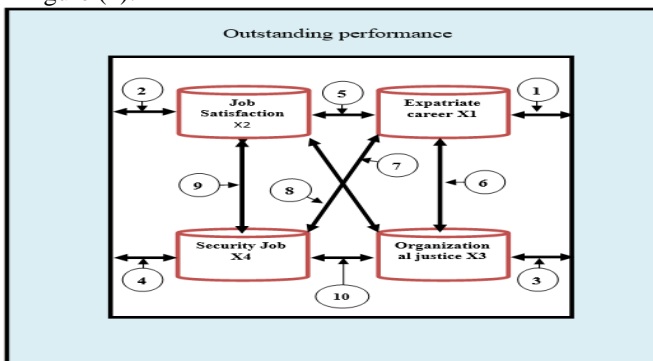


Figure (1): the descriptive outline of the research

**RESEARCH ASSUMES:** The first hypothesis H1: (X1-Y) The job alienation negatively affects the performance of the university professor.

The second hypothesis H2: (X2-Y) The lack of a sense of job satisfaction leads to a low level of outstanding performance of the university professor.

The third hypothesis H3: (X3-Y) The greater the sense of organizational justice the higher the level of outstanding performance of the professor.

The fourth hypothesis 4 H4: (X4-Y) The low level of job security leads to a low level of outstanding performance of the university professor.

The fifth hypothesis H5: (X1-X2) The job alienation of the university professor leads to dissatisfaction in his work.

The hypothesis 6: (X1-X3) The greater the sense of organizational justice, the lower the level of career expatriation of the university professor.

The hypothesis 7: (X1-X4) The job alienation reduces the job security of the university professor.

The H8: (X2-X3) The higher the sense of organizational justice, the higher the level of job satisfaction of the university professor.

The hypothesis H9: (X2-X4) The greater the sense of job satisfaction the greater the level of job security of the university professor.

The hypothesis 10 (X3-X4) The greater the sense of organizational justice the higher the level of job security of the university professor.

## SEARCH LIMITS

1. Human Boundaries: Teachers of civil colleges with masters and doctorate degrees.

2. Spatial boundaries: A sample of some civil colleges.

3. Time limits: The temporal limits are the beginning of the distribution of the questionnaire, the collection and the discharge of the data to the analysis of the data and the extraction of the results, which is the period between (14/1/2018 - 27/6/2018).

**SAMPLE AND RESEARCH COMMUNITY:** The main tool of the current research is the questionnaire, and a number of them were distributed on a sample of (53) questionnaires from the teaching of the civil colleges with masters and doctorate degrees from seven departments (law department, finance and banking department, Department of Computer Engineering Techniques, Department of Pathological Analysis, Department of Life Sciences).

## 2. LITERARY REVIEW LITERATURE REVIEW

**Expatriate career:** In this regard, Marx, Max Weber, expressed their ideas and opinions in terms of functional alienation and its individual, organizational and social consequences. The roots of career alienation can be found in Marx's remarks to the alienation of work as a result the conflict between functional roles and the human being [16], Marks and Weber point out that job alienation is a situation in which an employee sees his or her function as an outside worker. The employee was not independent in his work because of the complexity of the work, and indicates the employee's sense of disability and alienation in his organization [25].

Employment alienation can be seen as a repetition of weakness and imbalance in decision making at work due to lack of appropriate information and appropriate time and insufficient treatment, resulting in reduced control of work and can lead to a reduction in the ability of individuals to work that can determine the early departure from Profession, and expatriation should be avoided in order not to leave staff for the organization [31].

Analysis of the relationship between alienation (emotional) and organizational commitment, as the emotional organizational commitment can be described as the emotional attachment of the employee to the organization [2]. Employees with emotional commitment prefer to stay with the organization because they know that organization, and emotional organizational commitment can be considered important, since it negatively affects the intention to quit work and positively affects the health and well-being of employees [26].

The impact of disability and meaning on the job index is considered to be a negative relationship to the organizational commitment and work effort. The studies have shown that the decline in career empowerment, leaders who cannot work, and concepts closely related to disability are negatively related to the commitment Organization and work efforts [24].

In fact, control or power in the way of work is seen as an important source of work that not only enables people to deal with labor demands, but also meets a basic human need for autonomy [14]. Both play a fundamental role as an external motivational role, which is likely to increase the commitment of the organization and the effort of action [4]. While research on powerlessness has been widely discussed in terms of job control, empowerment, or

independence, meaningfulness has been found to have taken less interest in contemporary literature, and studies generally available [25], and found that meaninglessness was negatively associated with staff participation in their assigned work [3], and a negative correlation between meaning and satisfaction Career, and work efforts. Accordingly, it is expected that when teaching feels that their work is meaningless, they show commitment Nazmia less and less effort to work [21].

**THE DIMENSIONS OF EXPATRIATE CAREER:** suggested new interpretations of functional exclusion and pointed out that alienation consists of three dimensions, including incompetence, meaninglessness, and alienation [35].

- Inability: Indicates the lack of independence in the work of the employee because of the limited freedom to carry out his functions and the continuous interference in his work.
- Meaningless: Indicates an employee's inability to communicate with his or her efforts to achieve their higher goals.
- Self-alienation: when this function is not the appropriate way to satisfy external needs
- identified five elements of functional alienation [17]:
- Impotence: This means that employees feel that they have no independence of work and no control over their activities, so that their freedom is severely restricted in the organization.
- Feeling empty and meaning: This mental / mental mood occurs when a person feels helpless
- To understand the relationship between his business activities and the objectives of the organization and do not know his role in achieving the objectives and mission of the organization and how it is involved in this area.

Feeling of worthlessness

- Feelings of isolation, separation and withdrawal: This state of mind comes when behavioral rules and laws do not effectively lead to personal goals.
- Feeling self-reliant: According to Seaman, this mental state of a person comes when his work is greater than his abilities.

**JOB SATISFACTION EMPLOYEE SATISFACTION:**

Job satisfaction is a term used to describe whether employees are happy, persevering [23], and how fulfilling their needs and desires at work. There are many things and measures that make employees happy at work and work to support their satisfaction such as motivating employees, achieving employee goals, staff morale in the workplace, And the measure of employee satisfaction is how happy they are with their work and their work [31].

According to Morse, satisfaction is based on the level of fulfillment of an individual's needs. Satisfaction depends mainly on what the individual wants and can achieve, and satisfaction is the measure of employee happiness with their work and the working environment [27], There are many factors Which affect the effectiveness of the organization and one of which is the satisfaction of the employee and here the organization must have an effective culture that encourages the satisfaction of employees, and in general, the satisfaction of employees depends on two types of variables [9].

1.Organizational variables: and play a major role in the satisfaction of employees, so the organization and management of these organizational variables increases the satisfaction of employees [37].

**There are ten variables in this aspect as follows:**

Career development: This is a continuous process of systematic change in the organization, as this process is able to adopt the best ways to keep up with the rapidly changing environment.

Policies, bonuses and packages of benefits, including salaries, wages, bonuses and penalties.

2.Promotions and career development

3.Job satisfaction, can be liked or otherwise falls under the design of the job, task identity, recognition, responsibility, empowerment, level of difficulty task.

4.Job security is intended to ensure that the employee remains in his present job, the working environment is intended to provide good work conditions and environmental conditions, including the sense of safety and comfort in the work environment, tools and equipment, working methods, parking lots, air conditioning and good ventilation, cleanliness of work places and toilets [29].

5.The relationship with the supervisor is very necessary because there is a need to contact him at each stage of the work

6.The working group, under which the relationship with the members of the group, cohesion group, need to belong.

7.Leadership styles: The level of job satisfaction can be determined by leadership styles of democratic leadership, friendship, respect and warm relationship.

**PERSONAL VARIABLES:** Personal variables play an important role in determining job satisfaction which are:

1.person's personality can be determined by observation and the factors that determine an individual's satisfaction and circumstances are the efficiency and personality of the employee are suitable for work, perception, attitudes and learning by the employee.

2.Expectations: If the employee receives an income higher than expected, the satisfaction will increase and vice versa and falls under this category: Employees' expectations of work

3.Age: Age is a key and important factor in employee satisfaction. Young employees have a high level of energy and are satisfied, while older employees are opposed to accepting new technologies.

4.Education plays a central role in the satisfaction of employees, as highly educated people have the ability to understand situations and evaluate them positively and have stability, intellectual power and education develops individual wisdom and evaluation process.

Gender disparities Gender and ethnic differences play an important role in determining important factors for employee satisfaction even if they are working in the same job. Under this paragraph, women are more satisfied than men [32].

**ORGANIZATIONAL JUSTICE:** Justice in the workplace is a key factor contributing to a better sense of staff and managers. Research has found direct relationships between perceptions of organizational justice and action and satisfactory outcomes of work [17], The term "organizational justice" refers to "the extent to which employees believe that the procedures, the interaction and the outputs were fair and fair, and these perceptions can affect attitudes and behavior." This perception, in the case of being negative or positive, can be reflected in the organization's performance and depends on its success. The following is unfair (Baldwin, 2006: 3):

- Equal wages and salaries for men and women performing the same work
- Performance reviews performed by an employee with little previous experience.
- Use personal relationships when electing or hiring new employees.
- Arbitrary dismissal or exclusion

sees organizational justice as referring to the perceived fairness of exchanges in the Organization, whether social or economic, and includes the individual in his relations with superiors, subordinates, peers and the organization as a social system [8].

Justice or equity refers to the idea that an act or decision is a moral right, which can be defined in accordance with morality, religion, equity or law. People naturally care about the justice of events and situations in their daily lives through a variety of contexts relevant to the subject. By organizations every day and constantly [35].

presented the concept of organizational justice in terms of how the employee is governed by the behavior of the organization and the attitudes resulting from his behavior (for example, if management decides to describe workers as redundant, the employee may feel unfair with the consequent change) In the position and decrease in productivity [18].

**SOCIAL RESPONSIBILITY:** A concept of organizational justice is the social responsibility of organizations. Organizational justice generally refers to perceptions of equity in the treatment of individuals internally within that organization, while social responsibility focuses on the integrity of the treatment of entities outside the organization. Social responsibility refers to a mechanism through which organizations monitor and regulate their performance in line with Ethical and societal standards that have a positive impact on all stakeholders [13].

Thus, the social responsibility of organizations involves organizations that go beyond what is moral or moral and act in ways that benefit society in general, and it has been suggested that the perceptions of the employee about the level of social responsibility of organizations may affect the individual's attitudes and perceptions of justice even if they are not victims of unfair acts Rupp et al., [30].

**TYPES OF ORGANIZATIONAL JUSTICE:** There are three main components proposed for organizational justice: distributive, procedural and interactive justice (including media justice and interpersonal relations).

**Distributive Justice:** The justice associated with the results of the decision and the distribution of resources. The results or resources distributed may be tangible (eg, wages) or intangible (such as praise). Distributive justice perceptions can be promoted when results are seen to be equally applied [1].

**Procedural justice:** is defined as the fairness of processes that lead to results. When individuals feel they have a voice in the process or the process involves characteristics such as consistency, accuracy, ethics, and impartiality, this enhances procedural justice [22].

**Interactional justice:** refers to the treatment that an individual receives when making decisions and can be promoted by providing interpretations of decisions and presenting news with sensitivity and respect [10].

The Colquitt study indicates that the validity of his construction indicates that interactive justice should be

divided into two elements: human justice and media justice; justice among individuals refers to perceptions of respect and propriety in the treatment of a person; In relation to the adequacy of interpretations provided in terms of timeliness, privacy and honesty, while justice reflects between people "to the degree to which people are treated with safety, dignity and respect by the authorities and third parties involved in the implementation of the proceedings or the determination of results" For people who convey information about why the procedures were used in a particular way or why the results were distributed in a certain way "[19].

**JOB SECURITY:** According to stress theory, job insecurity is a labor pressure factor, since the prospect of job loss can be considered a source of concern. In this context, an increasing body of research has focused on how job insecurity can be detrimental to staff. In fact, it was noted that job insecurity negatively affects staff attitudes, including job and organizational satisfaction [28].

Job security usually arises from the terms of a labor contract, collective bargaining agreement or labor legislation that prevents arbitrary termination, dismissal and closure of employment. On the other hand, it is not right to expect employees to achieve the same functionality as a programmed machine all the time. As individuals are social beings, their needs and expectations change from time to time, and when these expectations are not met, negative attitudes can also be reflected in their performance. Organizations therefore need some internal and external means to intervene in order to change staff attitudes in accordance with their objectives. Identifying the right means requires proper staff analysis and identification of basic needs properly. Because there is a direct relationship between the impact of selected tools of motivation and employee expectations, and only a properly selected means of motivation can satisfy staff, ultimately employees wishing to do their jobs will use their talents in their workplace, paving the way for organizational goals. Job security can be defined (the likelihood of a person staying in his present job with a high level of job security is that the person with the job has little chance of becoming unemployed) [33].

## OUTSTANDING PERFORMANCE IN ORGANIZATIONS

All organizations want to be successful, even in an environment that is highly competitive. Therefore, regardless of size and market, companies seek to retain the best employees and recognize their important and influential role in the effectiveness of the organization. In order to overcome these challenges, companies must establish a strong and positive relationship with their employees and direct them towards achieving the mission. Strategies to compete in competitive markets and increase their performance. However, few organizations consider human capital to be their main asset, they have the ability to drive it to success or if they are not managed properly, it leads to a decline in the organization's performance. Similarly, if staff are not satisfied with their jobs and have no motivation to fulfill their tasks and achieve their goals, the organization cannot succeed.

All individuals have many needs that constantly compete with each other, each person has a different mix and strength of needs, some individuals are driven to deliver while others focus on security, if managers are able to

understand, predict and control staff behavior, they must Also know what employees want from their jobs, therefore, it is necessary for the manager to understand what motivates the staff.

The literature shows that factors such as empowerment and recognition increase employee motivation, and if staff empowerment and recognition are increased, their motivation to work, as well as their organizational performance and performance, will improve. However, staff dissatisfaction due to the monotonous functions and pressure of clients may weaken organizational performance, 2013: 1) Thus, absenteeism rates may increase and organized staff may leave to competing competitors who offer better working conditions and higher incentives. Not all individuals are the same, so everyone must be motivated by different strategies, for example, the motivation for leaving a higher commissioner the other organization, while another employee may be motivated by lack of job satisfaction and a better working environment.

divided performance into task and context performance, and task performance was defined as the effectiveness of incumbents performing activities that contributed to the core of a technical organization. Contextual performance was defined as performance not formally required as part of but also helps to shape the social and psychological context of the organization. Contextual performance also offers two facets: facilitating personal relationships and job dedication. Personal facilities include "cooperative, considerate and beneficial work that helps to perform coworkers", dedication to work, and includes "self-disciplined work, Take the lead Of, and follow the rules to support organizational goals. "[11].

The remarkable performance as organizational and personal learning in performance indicates that it is an integrated approach to organizational performance management that results in better value than ever before to customers and stakeholders, thereby contributing to organizational

sustainability, improving overall organizational effectiveness and capacity [15].

Performance standards tell employees what they should do, standards tell them how to do it, and standards must be understandable, measurable, achievable, fair, and challenging is vital to the effectiveness of any performance assessment. Organizational excellence refers to ongoing efforts to develop a framework Internal standards and processes that aim to engage and motivate employees to deliver products and services that meet customer requirements within business expectations, organizations are known as aggregates operating under specific leadership to act as one entity for a particular purpose, and excellence in performance is "a measure of consistently superior performance Requirements and expectations without significant defects or losses [36].

**3.ANALYSIS AND RESULTS ANALYSIS AND RESULTS**

**Discuss the results of the functional expatriate variable:**

The results of this variable indicate the weakness of the self-freedom of the university professor in the civil colleges, and this indicates that the university professor is restricted in his work and this reflects the dissatisfaction and poor performance, and there seems to be weak decision-making by teaching, the results confirmed that the professor follow written orders Without the discussion, the degree of support and motivation from the senior management of the university professor is weak, and because of the negative results does not feel the professor is part of his organization, and in terms of wages and monthly salary has been found the appropriate salary in the college has been found to have been determined financial rules and regulations correctly, The teachers confirmed that when the opportunity came they would move to a better college, so the university professor felt alienated.

**Table (1): The arithmetic means and the standard deviation of the variables of the functional alienation variable**

s	Paragraphs career alienation	standard deviation	Arithmetic mean
1	I do not have enough self freedom in my work	0.50	4.43
2	I do not have the opportunity to make decisions	0.50	4.53
3	Expected university professor to follow written orders without discussion	0.48	4.64
4	Support and motivation of senior management I have a degree is weak	0.36	4.85
5	I do not feel I am part of my organization	0.74	4.28
6	The amount of salary is not suitable in college	0.60	2.85
7	No financial rules and regulations to correctly determine	0.50	1.72
8	When the opportunity comes to me Santvl to the best college	0.41	4.79
	Career alienation	0.17	4.01

**Discuss the results of the second variable job satisfaction:** There was a significant weakness in the mutual communication between senior management and the university professor, and in terms of wages, some teachers pointed out that there was a disparity between them and others in the other departments in Ajour, while

there was a confirmation that The working conditions of the material (the room, the table, the bathrooms) are not appropriate, as well as the results show that the professor cannot express his opinion freely and avoid the senior management in expressing their opinions, and open door policy is not applied in college.

**Table (2): The arithmetic means and the standard deviation of the functional satisfaction clauses**

s	Job Satisfaction	standard deviation	Arithmetic mean
1	There is a high level of mutual communication between university professor and senior management	0.64	1.70
2	Get paid what it is less than README others in other sections or in other colleges	0.46	3.30
3	Physical working conditions (Chamber of, table, bathrooms) appropriate.	0.50	1.57
4	You can express your opinion freely and without fear of the senior management	0.71	1.96
5	Open-door policy applied in the college and naturally	0.50	1.55
6	Job Satisfaction	<b>0.27</b>	<b>2.02</b>

**Discussion of the results of the third variable organizational justice**, the arithmetic circles of the variant of organizational justice refer to the lack of highly organized communication channels to access important information throughout the college, and the teachers emphasize that they feel isolated if there is no fair distribution of wages and incentives, the university professor feels isolated when they do

not have the ability or ability Influencing the decisions. The results indicate that there is a lack of information on the administrative procedures used related to the work they are doing, as well as some teachers feel unfair by their president and inequality among their colleagues, and by discussing the previous findings, there appears to be a lack of organizational justice in the college in question.

**Table (3): The arithmetic means and the standard deviation of the variables of the organizational justice variable**

s	Organizational justice	standard deviation	Arithmetic mean
1	Highly regulated channels of communication are available to gain access to important information throughout the college	<b>0.47</b>	<b>1.32</b>
2	Inequitable distribution of wages and incentives cause me the feeling of isolation.	<b>0.48</b>	<b>4.66</b>
3	When a university professor do not have the possibility or the ability to influence decisions they make them feel isolated	<b>0.46</b>	<b>4.70</b>
4	I have all available information concerning the administrative procedures used related to the work that I'm doing	<b>0.48</b>	<b>1.34</b>
5	I feel not fair by a major inequality between my colleagues	<b>0.48</b>	<b>4.66</b>
6	Organizational justice	<b>0.21</b>	<b>3.34</b>

**Discuss the results of the fourth variable security job**, the teachers in the college agreed that when the salary, benefits and incentives are good and suitable compared with other colleges, they will not be allowed to work and research in other colleges. On the other hand, the psychological pressure resulting from the high supervision of the professor's actions makes him leave the work for research. In addition to the inappropriate driving style of

the morale makes the university professor leave the work in college, as for the distance of mobility and after the workplace and the cost of high transport does not affect the job and no reason to leave the work, it was concluded that the large number of Problems in the college makes the university professor afraid of work, and through the above results can be confirmed that there is a weakness in the security of the college.

**Table (4): The arithmetic means and standard deviation of the variable functional security variables**

s	Job security	standard deviation	Arithmetic mean
1	When the salary and benefits are good and appropriate incentives compared with other colleges prevent me from leaving work and research in other colleges	0.42	4.77
2	Psychological pressures resulting from the high control over my actions make me leave work to look for Zvih better elsewhere	0.49	3.40
3	Leadership style is inappropriate and frustrating morale makes me leave valuable college work	0.56	4.26
4	Mobility and high cost of transportation distance makes me leave my job and search for the best	0.65	2.04
5	The large number of problems in the college makes me feel afraid of work	0.55	4.34

#### **Results and discussion of the responsive variable.**

The results of the table (5) showed that there is weakness by the college administration to provide an environment conducive to the access of teachers to the level of outstanding performance. The college administration does not treat professors as a valuable resource. The results also

show that the college does not support and encourage teachers to present their opinions, and most teachers agreed that there is a weakness by the college administration to empower the professors by delegating authority to them and their participation in decision-making. There is a high agreement for faculty members that they are ready to

accomplish more than what is required in their field of specialization. the performance Distinguished staff.

**Table (5): The arithmetic means and the standard deviation of the outstanding performance paragraphs**

s		standard deviation	Arithmetic mean
1	The college provide an appropriate environment, to reach the level of professors to outstanding performance.	0.50	2.00
2	College professors are treated as a valuable resource management.	0.50	2.58
3	The college is working to support and encourage teachers to put forward their views and ideas and suggestions and adopted.	0.50	1.45
4	College administration is working to empower teachers by delegating powers to them and their participation in decision-making	0.48	1.34
5	I have a willingness to accomplish more than what is required of me in the field of specialty.	0.43	4.75
	Outstanding performance	0.23	2.74

**4.TEST HYPOTHESES TESTED**

A number of hypotheses related to explanatory and variable variables have been developed. After the statistical results generated by the questionnaire distributed to the sample, these hypotheses will be tested.

**The first hypothesis (H1):** In the present study, the first hypothesis was raised that (job expatriation reflected negatively on the performance of the university professor). Table (1) shows the correlations assumed by the first hypothesis. The table shows that there is a significant negative correlation between functional alienation and outstanding performance. The coefficient of correlation (-.35 \*) was reached. 033), and this result confirms the fallacy of the hypothesis, and the results above indicate the reality of the relationship between career alienation and outstanding performance in the college investigated, the professor's sense of expatriate career as a result of harassment and compliance and deprive his freedom in the performance of his duties and duties, and does not have sufficient freedom to make decisions, Orders are written and have no right In order to discuss these orders, weak incentives and psychological support will lead to

a more favorable environment positive, so the hypothesis is achieved because of the lack of environment suitable for the sample, causing their performance to be impaired.

**The second hypothesis (H2):** The second hypothesis was raised in the present study that (the lack of sense of job satisfaction leads to a decrease in the level of outstanding performance of the university professor).

Table (2) shows the correlations assumed by the second hypothesis. The table shows that there is a significant positive correlation between job satisfaction and outstanding performance. The result indicates acceptance of the second hypothesis, and the results above indicate the relationship between job satisfaction and outstanding performance. The university professor's feeling of dissatisfaction with the job is due to poor communication between the university professor and senior management. As well the teacher's sense of inability to express freely and without fear of higher management, and the policy of the open door in college is not applied, and the main reason for acceptance of the hypothesis is that the reasons for job satisfaction are not available in the college investigated, which reflected the outstanding performance.

a decline in the performance of the professor and kills his creativity and may move to another workplace looking for

**Table (6): Test hypotheses "relationship results"**

Hypotheses tested	Variables	n	Sig	Pearson Correlation	Results
H1	Career alienation - outstanding performance (X1-Y)	53	.033	-.35*	Accepted
H2	Job satisfaction - outstanding performance (X2-Y)	53	.01	.32**	Accepted
H3	Justice Altnzimih- outstanding performance (X3-Y)	53	.001	.49**	Accepted
H4	Alozivi- outstanding performance security (X4-Y)	53	.021	-.44*	Accepted
H5	Alienation career career -alarza (X1-X2)	53	.031	-.37*	Accepted
H6	Career alienation organizational -alaadahl (X1-X3)	53	.034	-.34*	Accepted
H7	Alienation career - job security (X1-X4)	53	.049	-.295*	Accepted
H8	Organizational justice-job satisfaction (X2-X3)	53	.002	.421**	Accepted
H9	Job satisfaction career -alamn (X2-X4)	53	.001	.464**	Accepted
H10	Organizational justice-job security (X3-X4)	53	.04	.311*	Accepted

**The third hypothesis (H3):** In the present study, the third hypothesis was raised that "the greater the sense of organizational justice, the higher the level of outstanding performance of the university professor."

Table (3) shows the correlations assumed by the second hypothesis. The table shows that there is a significant correlation between organizational justice and outstanding performance. The correlation coefficient (.49) The above

results to the real reality of the relationship between organizational justice and the outstanding performance of the college in question. The university professor's sense of lack of organizational justice due to the absence of highly organized communication channels to access important information throughout the college. The university professor may feel isolated due to lack of justice. Distribution of wages and incentives, and have no effect in

the decisions, especially that Peter Drucker stressed the administration of the objectives (MBO) in the administration of the meeting for the purpose of involving subordinates in the development of goals and decisions applicable, so that the university professor is part of the decision-making system, Equality among colleagues will result in poor performance in the organization.

**The fourth hypothesis (H4):** The present hypothesis raised the fourth hypothesis that (increasing the level of job security leads to increase the level of outstanding performance of the professor).

Table (4) shows the correlations assumed by the fourth hypothesis. The table shows that there is a significant negative correlation between job security and outstanding performance. (0.21), and the results above indicate the relationship between job security and outstanding performance in the college in question. The university professor's feeling of psychological pressure resulting from high control over his actions, which in turn makes the university professor leave work to look for better job elsewhere, The demoralizing of morale threatens his career security, And that the large number of problems in the college threatens his job security and therefore thinks of leaving the work the first opportunity he finds before him, and the result was acceptance of the hypothesis because of the professor Pan security career is threatened and therefore there was weak performance[38][39].

**The fifth hypothesis (H5):** The current study developed the fifth hypothesis (the expatriate career of the university professor to the lack of job satisfaction in his work).

Table (5) shows the correlations assumed by the fifth hypothesis. The table indicates that there is a significant negative correlation between job alienation and job satisfaction. The correlation coefficient (-.37 \*), while the moral level. The above results confirm the real relationship between job alienation and job satisfaction in the college being investigated. The professor's feeling of expatriation is due to harassment and restriction and depriving him of his freedom to perform his duties and duties. He does not have sufficient freedom to make decisions. These commands will result in this Job dissatisfaction.

**The sixth hypothesis (H6):** The current study developed the sixth hypothesis (the more the sense of organizational justice, the lower the level of career expatriation of the university professor).

Table (6) shows the relationship between correlation between the functional expatriation and job satisfaction. The correlation coefficient (-.34 \*), while the moral level. The above findings confirm the real relationship between organizational justice and functional alienation in the college being investigated. The university professor's sense of organizational justice implies that there are highly organized communication channels to access important information throughout the college, and the university professor may feel isolated due to lack of Justice in Tuzi Wages and incentives, and do not have any influence in the decisions, as well as when university professor feels inequality among their colleagues will lead to job alienation and poor performance of the organization.

**Hypothesis VII (H7):** The current study has developed the seventh hypothesis (that expatriate career weakens the security of the university professor).

Table (6) shows the correlation coefficients assumed by the seventh hypothesis. The table indicates that there is a

negative correlation between the functional alienation and job satisfaction. The correlation coefficient (-2.95 \*), while the moral level. The above results confirm the negative correlation between functional alienation and job security in the college being studied. The university professor's feeling of weak motivation and psychological support will lead to more psychological stress resulting from inappropriate and demoralizing leadership style and performance decline.

**The eighth hypothesis (H8):** The present study developed the seventh hypothesis (the greater the sense of organizational justice the higher the level of job satisfaction of the university professor).

Table (2) shows the relationship between correlation between job expatriation and job satisfaction. The coefficient of correlation (421 \*\*), while the level of morale (.002), And the results show that the more the sense of organizational justice in the university where he works whenever the university professor is satisfied with his work and thus the performance of his performance, so the teachers of the sample wish the existence of regulatory justice because they feel isolated, and feel unfair by their president and inequality Among their colleagues, Wan did not War justice leads to the lack of a sense of job satisfaction.

**The ninth hypothesis (H9):** The present study has developed the ninth hypothesis (the greater the feeling of job satisfaction the greater the level of job security of the university professor).

Table (4) shows the correlations assumed by the ninth hypothesis. The table indicates that there is a significant positive correlation between job satisfaction and job security. The correlation coefficient reached (4.64 \*\*), while the level of morale (.001), And the results show that the greater the sense of job satisfaction at the university in which he works whenever the university professor feels the security of the job and thus the performance of his work, so the sense of the university professor of job satisfaction as a result of mutual positive interaction between the university professor and senior management, Others in the As well as the sense of teaching ability to express freely and without fear of senior management, and the implementation of the policy of the open door in college whenever it reflects the stability and adhesion in his job more and increase loyalty to the entirety, if the style of leadership appropriate and dealing wisely to sharpen and strengthen morale and eliminate Problems in college, and thus lead to enhanced performance excellence.

**Hypothesis 10 (H10):** The current study developed the ninth hypothesis (the more sense of organizational justice the higher the level of job security of the university professor).

Table (6) shows the relationship between the correlation between the organizational justice and the job security. The correlation coefficient is (.311), while the moral level (.04) The results show that the greater the sense of organizational justice in the university in which he works whenever the university professor is satisfied with his work place and thus the performance of his performance, so the teachers of the sample wish the existence of regulatory justice because they feel isolated, and feel unfair by their president and the inequality between Their colleagues, though, did not Aura with justice leads to job security and a sense of stability in the university professor.



## 5.CONCLUSION AND LIMITATIONS

Through the results mentioned above, a number of conclusions were reached on the reality of civil education in the faculties of Baghdad, which are as follows:

- 1.The weakness of the self-freedom of the university professor in the civil colleges.
  - 2.The university professor is restricted in his work and this reflects dissatisfaction
  - 3.There is a weak decision-making by teaching
  - 4.The university professor to follow written orders without discussion
  - 5.The degree of support and motivation from the senior management of the university professor is weak
  6. The university professor does not feel that he is part of his organization
  - 7.feel expatriate career
  - 8.There is a great weakness of communication between the senior management and the university professor
  - 9.There is a disparity between them and others in the other sections Ajour
  10. The material working conditions (dunk, table, bathroom) are not appropriate
  - 11.The university professor cannot express his opinion freely and avoid the top management in expressing their views
- Open-door policy is not applied in college
12. Lack of high-level communication channels to access important information throughout the college
  - 13.Hair isolation because of the distribution of wages and incentives fairly
  14. The university professor has no ability or ability to influence decisions
- Lack of information regarding the administrative procedures used related to the work done by the university professor in the civil colleges.
15. Some teachers feel unfair by their president and the inequality between their colleagues in the civil colleges.
  16. There are psychological pressures resulting from high control of the actions of the university professor
  - 17.The many problems in college makes the university professor feel afraid of work
  - 18.weakness in the security of the faculty.
  - 19.Administration of the civil colleges do not treat professors as a valuable resource.
  20. College administration does not work to support and encourage professors to put their views and ideas and proposals and not based on adoption.
  - 21.not empowering teachers and the delegation of powers to them and their participation in decision-making.
  - 22.There is a high agreement for faculty members that they are ready to accomplish more than what is required in the field of specialization, but does not encourage them to do so.
  - 23.The professor's sense of expatriate career frustrates his performance.
  - 24.Lack of a sense of job satisfaction leads to a low level of performance of the university professor.
  25. When a university professor feels organizational justice, this will positively reflect their outstanding performance.
  26. The university professor's sense of job security will enhance the level of outstanding performance.
  27. The professor's feeling of job alienation will negatively affect job satisfaction in his work.

28. The greater the sense of organizational justice, the lower the level of career expatriation of the university professor.

The weak performance of the university professor is the result of the neglect of the administration and preoccupation with the material profit, so colleges are considered by civil institutions in the eyes of investors in private colleges is a source of financial profit only, as if the markets for the sale of certificates, so fell all scientific standards and scientific sensitivity, and deal with the university professor as a factor brings them Profits, so there are some recommendations that should be applied in order to return the scientific probity of the faculties of the civil:

1. All civil colleges should be run by a government agency.
2. The owners and founders shall not interfere in any decision of the Al-Jumhiyyah owners.
3. All financial laws and regulations must be unified with public universities.
4. The appointment of teachers and employees shall be exclusively by government agencies and shall be treated in accordance with the laws in the same manner as governmental farms.
5. Appointing the dean of the college, the assistant and heads of departments by the government agencies and allocating his salary and treating the public universities affiliated to the Ministry of Higher Education.

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