

The Mediating Role of Job Satisfaction on the Relationship Between Work Alienation and Job Performance

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Abstract: The main objective of this study is to examine the relationship between work alienation, job satisfaction and job performance and to evaluate the mediation effect of job satisfaction on the relationship between work alienation and job performance among the academic staff in the Iraqi technical colleges and institutes. A quantitative approach through the survey instruments was adopted in this study. The total number of returned questionnaires was 419 from a total of 750 questionnaires. Structural Equation Modeling (SEM) was employed to test the mediating effect of job satisfaction on the relationship between work alienation as independent variable and job performance as dependent variable. The results revealed that job satisfaction partially mediated the relationship between work alienation and job performances.

Key words: Technical colleges and institutes, leader-member exchange, work alienation, job satisfaction, Malaysia

INTRODUCTION

In order to be competitive in a rapidly changing economic and work environment, increasing the job performance of the employees and consequently the performance of the organization became more crucial (Yozgat *et al.*, 2013). A high level of performance was always been one of the most demanded organizational goals by managerial levels. The total organizational performance depends on the performance of individual employees (Bitmis and Ergeneli, 2013). The academic staff is the key resource with higher education institutions. Therefore, Job performance of the academic staff is directly related to the quality of learning. Thus, it is necessary for the organizations to analyse the issues that are related with Job Performance (JP) (Yozgat *et al.*, 2013). Therefore, effective motivation and good job satisfaction will result in enhancing the job performance among the academic staffs. In the context of higher education, very limited studies have focused on the relationship between job satisfaction and job performance. In addition, Sirin *et al.* (2011) determined a significant negative relationship between work alienation and job satisfaction. According to Sirin *et al.* (2011), more research needed to understand the relationship between work alienation and job satisfaction. Therefore, the problem being investigated is whether job satisfaction mediates the

relationship between work alienation and job performance among the academic staff in the Iraqi technical colleges and institutes.

Literature review: Banai *et al.* (2004) revealed that the workers who are alienated have no ability to please their significant necessities and anticipations from work. Banai and Reisel (2007) defined work alienation as a phase of psychological detachment that exemplifies through someone's self-image and social affairs of work. According to Nasurdin *et al.* (2005), alienation in the working place indicates that employees may not be able to accomplish their social necessities and Suarez-Mendoza *et al.* (2007) added that they have a form of separation in between awareness of an objective work situation and their definite interests, i.e., desires, values and ideals. For the purpose of this study, work alienation is defined as a disagreement of the perceptions of employees' of objective task situations along specific dimensions (self-expression, control and purpose) and their expectations concerning these dimensions. The expected outcome should be a feeling of powerlessness, meaninglessness and a sense of self-estrangement (Suarez-Mendoza *et al.*, 2007).

According to Locke (1976) "job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

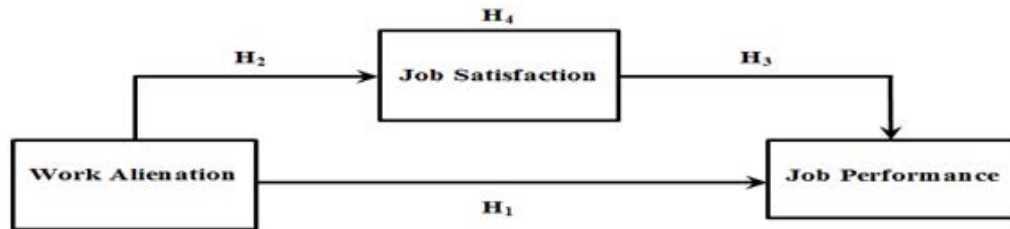


Fig. 1: Theoretical model

Cook *et al.* (1981) perceive job satisfaction as the extent to which people enjoy their jobs. It is an effective response based upon the degree to which a job caters to various factors, both intrinsic and extrinsic as valued by the individual employee (Henne and Locke, 1985). According to Oshagbemi (2003), ample research in this particular field was done on the basis of the clear presumption that job satisfaction is a possible factor of absenteeism, turnover, in-role job performance and extra-role behaviours and similarly the primary antecedents of job behaviours are within ability of the management to influence. For the purpose of this study, job satisfaction is operationalized as the extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job (Bhuian and Mengue, 2002).

Job performance was defined by Motowildo *et al.* (1997) as the overall expected value from employees' behaviours carried out over the course of a set period of time. Viswesvaran and Ones (2000) defined job performance as the actions, behaviours and outcomes engage in or bring about that were linked with and contribute to organizational goals. Jamal (2007) defined job performance as a function that an individual can successfully perform within the framework of the normal constraints and available resources. Hence, this study will consider the job performance of academic staff in Iraqi technical colleges and institutes as individual performance. The job performance of the academic staff in this study includes teaching, research, publication and public engagement performance (Smeenk *et al.*, 2008; Sukirno and Siengthai, 2011).

In regards to work alienation, according to Marx and Engels (1988) it occurs when workers being separated from their ownership and their lack of control over their work. From the perspective of social exchange theory, work alienation could be explained by the exchange process between the workers and their leaders in the organization which may affect positively or negatively the level of work alienation. This is in-line with the fundamental tenets of the social exchange theory (Blau, 1964) which states that members would receive various benefits for their hard work. In summary, work

alienation is gradually decreased with employees by improving the quality of exchange. In addition, this exchange plays critical role toward job satisfaction either with a positive or negative signs which in turn may affect the performance and productivity of the employees; and the performance of the whole organization. Therefore, this study aims to examine the role of mediating effect of job satisfaction on the relationship between work alienation and job performance based on social exchange theory.

Hypotheses development: The theoretical model proposed in this study shown in Fig. 1 goes further to explain the relationship between work alienation and job performance and the mediating role of job satisfaction.

Based on the theoretical model, the following hypotheses are proposed to examine the relationship among work alienation, job satisfaction and job performance.

Nair and Vohra (2010) further insisted that understanding work alienation is the first step in stopping the negative productivity and performance. Work alienation as evolving from the perceived lack of control at work and lack of freedom can impede work and reduce performance (Nair and Vohra, 2012). Therefore, this study hypothesizes the following:

- H₁: There is a significant relationship between work alienation and job performance among the academic staff in the Iraqi technical colleges and institutes

Hirschfeld and Feild (2000) also supported this notion and stated that work alienation reduces organizational commitment, job involvement and job satisfaction. Alienated workers often feel a sense of helplessness to satisfy their important requirements and work expectations (Banai *et al.*, 2004; Sirin *et al.*, 2011) determine the relationship between work alienation and job satisfaction. Furthermore, Siron *et al.* (2015a) determined significant relationship has been found between work alienation and both intrinsic and extrinsic job satisfaction. Therefore, it is hypothesized that:

- H₂: There is a significant relationship between work alienation and job satisfaction among the academic staff in the Iraqi technical colleges and institutes

Harrison *et al.* (2006) showed that the job satisfaction to job performance relationship was significant. Edwards *et al.* (2008) investigated the relationship between job satisfaction and job performance. The result showed that a positive relationship exists between job satisfaction and job performance. Yet another study found that employees who reported higher levels of job satisfaction were more likely to demonstrate better job performance (Hayati and Caniogo, 2012). In the context of higher education, Ismail *et al.* (2013) found significant relationship between job satisfaction and job performance among academicians. Therefore, this study hypothesizes the following:

- H₃: There is a significant relationship between job satisfaction and job performance among the academic staff in the Iraqi technical colleges and institutes

Sirin *et al.* (2011) determined a significant negative relationship between work alienation and job satisfaction. Shokrkon and Naami (2009) examined the relationship among job satisfaction and job performance. The result showed that job satisfaction positively affected job performance. Previous studies also proved that job satisfaction could be used as a mediator (Al-Shuaibi and Subramaniam, 2014; Malik *et al.*, 2010; Shahzad *et al.*, 2010; Wang and Yi, 2011). Therefore, this study hypothesizes the following:

- H₄: Job satisfaction mediates the relationship between work alienation and job performance among the academic staff in the Iraqi technical colleges and institutes

MATERIALS AND METHODS

The population of this study is the total number of academic staff holding a degree of master and PhD in 18 colleges and institutes (N = 1,781). The sample size (n = 750) have been chosen to get a sample large enough to achieve the statistical significance and a good model fit in the Structural Equation Modeling (SEM) as suggested by Kline (2011). In this research, quantitative approach and hypotheses testing were employed. Since this study was explanatory by nature; therefore, the Confirmatory Factor Analysis (CFA) was applied using Structural Equation Modeling (SEM) so as to perform the construct

and content validity for all variables. The hypotheses proposed for the different relationships in the model of this Study were Examined using SEM. In addition, SEM was utilized for the purpose of examining the effect of the mediating variable as presented in the theoretical framework.

Work alienation measurement was originally developed by Mottaz (1981) and included the dimensions of powerlessness, meaninglessness and self-estrangement, it had 7 items under each of these dimensions. In the context of education, Suarez-Mendoza *et al.* (2007) used the work alienation measurement previously developed by Mottaz (1981). In this study, job satisfaction is operationalized as an extent to which one feels positively or negatively about the intrinsic and extrinsic aspects of one's job (Bhuian and Mengue, 2002). Therefore, 26 items were used to measure job satisfaction in this study (Siron *et al.* 2015b). To measure job performance 16 items were used from (Siron *et al.*, 2015a), they adapted the measurement of job performance from Sukirno and Siengthai (2011). In this study, a 5-point Likert-type scale ranging from one (strongly disagree) to five (strongly agree) was adopted for work alienation and job performance measurement. For job satisfaction, a 5-point Likert-type scale ranging from one (strongly dissatisfied) to five (strongly satisfied) was employed. These values are interval within any given Likert item (Browne and Codeck, 1993).

RESULTS AND DISCUSSION

The useful questionnaires in this study were 419 from a total of 750. The profiles of respondents are as follow: male (61%), female (39%), master (67%) and PhD (32%). Majority of the respondents (51%) were above 50 years old, 30-40 years (26%), 41-50 years (21%) and only (2%) < 30 years. About 37% were lecturers, 35% assistant lecturers, 26% assistant professors and only 2% were professors. Two thirds 64% have above 16 years of work experience, 5-10 years (16%), 11-15 years (12%) and 7% have < 5 years of working experience.

Measurement model: The model used for work alienation consisted of 21 items to measure three first-order constructs: Powerlessness (POW), Meaninglessness (MEA) and Self-Estrangement (SST). The factor loading of five items (i.e., POW 2, POW5, MEA7, SST1 and SST6) were below the cut-off value of 0.50. Therefore, these items were removed from their relative constructs. The revised model with 16 remaining items was again tested. The second standardised factor loadings for all 16 items were >0.50 as recommended by Hair *et al.* (2006).

The results of the goodness of fit indices of the second measurement model for work alienation showed that the discrepancy $\chi^2 = 183.83$, p-value is significant at 0.000 level. However, the absolute fit index of minimum discrepancy Chi-square p-value can be ignored if the sample size obtained for the study is >200 (Hair *et al.*, 1995; Joreskog and Sorbom, 1984). The $df = 101$. The GFI was 0.95 which was above the cut-off value of 0.90 as recommended by Hoyle (1995). After adjustment for the degrees of freedom relative to the number of variables, the adjusted GFI (AGFI) was 0.93 which was above the cut-off point of 0.80 as recommended by Chau and Hu (2001). Based on the CFI, TLI and IFI indices with values more than the recommended cut off value of 0.90 (Bagozzi and Yi, 1988; Hayduck, 1988; Hair *et al.*, 2006; Ho, 2006) it can be concluded that the model had good fit of data. Further, the Root-Mean-Square Error of Approximation (RMSEA) was 0.04 which was below the threshold 0.08 as recommended by Hair *et al.* (2010). Additionally, the Relative CMIN/df (1.820) was less than 5 demonstrating good fit of the model (Bagozzi and Yi, 1988). Given that the modified model for work alienation fits the data adequately, no adjustments are required.

The two first-order constructs in Job Satisfaction (JS): Extrinsic Job Satisfaction (EJS) and Intrinsic job Satisfaction (IJS) were calculated using 26 items. The factor loadings for 11 items in the model (i.e., IJS1, IJS4, IJS6, IJS8, IJS10, IJS13, EJS2, EJS5, EJS7, EJS8 and EJS10) were below value of 0.50. Thus, these items discarded from their constructs. Subsequently, the revised model, with 15 items was retested. As a consequence of this improvement, the second standardised factor loadings for all the items and constructs in the measurement model were larger than 0.50 with values ranging between 0.73 and 0.82. In addition, The $p = 0.000$, $\chi^2 = 154.95$ and $df = 89$, the absolute fit index of lowest discrepancy chi-square can be disregarded if the sample size that is acquired for the study exceeds 200 as stated by Hair *et al.* (1995); Joreskog and Sorbom (1984). As Hoyle (1995) had suggested, the GFI was .95 that had exceeded the cut-off value of 0.90 and the AGFI was 0.94 that also exceeds the cut-off point of 0.80 as Chau and Hu (2001) had suggested. According to Bagozzi and Yi (1988), Hayduk (1998), Hair *et al.* (2006) and Ho (2006), the value of IFI, TLI and CFI were all 0.98 and they had exceeded the cut-off value of 0.90. Moreover, as Hair *et al.* (2010) had stated, the Root-Mean-square Error of Approximation (RMSEA) was 0.04 that lies below the threshold value of 0.08. In addition, the Relative CMIN/df (1.741) was lower than 5 and therefore indicated that there was good fit of the model (Bagozzi and Yi, 1988).

In this study, 16 items were employed to assess four first-order constructs in job performance: Teaching

Performance (TEA), Research performance (RES), Publication performance (PUB) and Public Engagement Performance (PEN). The CFA model was also conducted for the sub-constructs in job performance construct. The result indicated that one item, PEN4 had a factor loading value of 0.145 which is well below the cut-off value of 0.50. Thus, this item was discarded from the revised model. The new model therefore had 15 remaining items and was retested to make sure that the factor structure was still stable. The standardised factor loadings for the second model were acceptable as all items and constructs had values >0.50 , ranging from 0.66-0.80. The overall results of the CFA showed that the revised model for assessing job performance, with 15 remaining items was adequate and fitted the observed data well. The Chi-square was 114.86, $df = 84$ and $p = 0.000$. The GFI was 0.97 which was larger than the recommended cut-off value of 0.90 by Hoyle (1995). The value of AGFI was 0.95 and that has also exceeded the cut-off point of 0.80 as it has been recommended by Chau and Hu (2001). The values of IFI, TLI and CFI were all 0.99 and according to Bagozzi and Yi (1988), Hayduk (1998), Hair *et al.* (2006) and Ho (2006), every one of them had exceeded the cut-off value of 0.90. Moreover, as Hair *et al.* (2010) had recommended, the Root-Mean-Square Error of Approximation (RMSEA) was 0.03 and that was less than the threshold value of 0.08. According to Bagozzi and Yi (1988), the Relative CMIN/df (1.367) was <5 and that depicts that the model fits appropriately.

In order to calculate the overall measurement model for leader-member exchange, job performance and job satisfaction, the CFA was utilized. All latent constructs with their relevant calculated measured indicators are incorporated in the overall measurement model. These relevant calculated measured indicators are mentioned in the prior individual CFA models.

Figure 2 showed that the result of factor loadings of all first-order constructs were above the cut-off value of 0.50 as recommended by Hair *et al.* (2006) and ranged from 0.76-0.84. Therefore, no construct was removed from the model since there was no insufficient factor loading. Table 1 shows the results of factor loadings in overall CFA Model. The overall results of the CFA of overall measurement model provided adequate fit of the data. The chi-square value was insignificant; $B^2 = 1165.066$, $df = 977$, $p = 0.000$. The GFI was 0.90 as recommended by Hoyle (1995). As Chau and Hu (2001) had recommended, the AGFI was 0.88 that exceeded the cut-off point of 0.80. The value of IFI was 0.98 while the values of TLI and CFI were 0.98 and 0.98. According to Bagozzi and Yi (1988); Hyduk (1998); Hair *et al.* (2006) and Ho (2006), these values exceeded the cut-off value of 0.90.

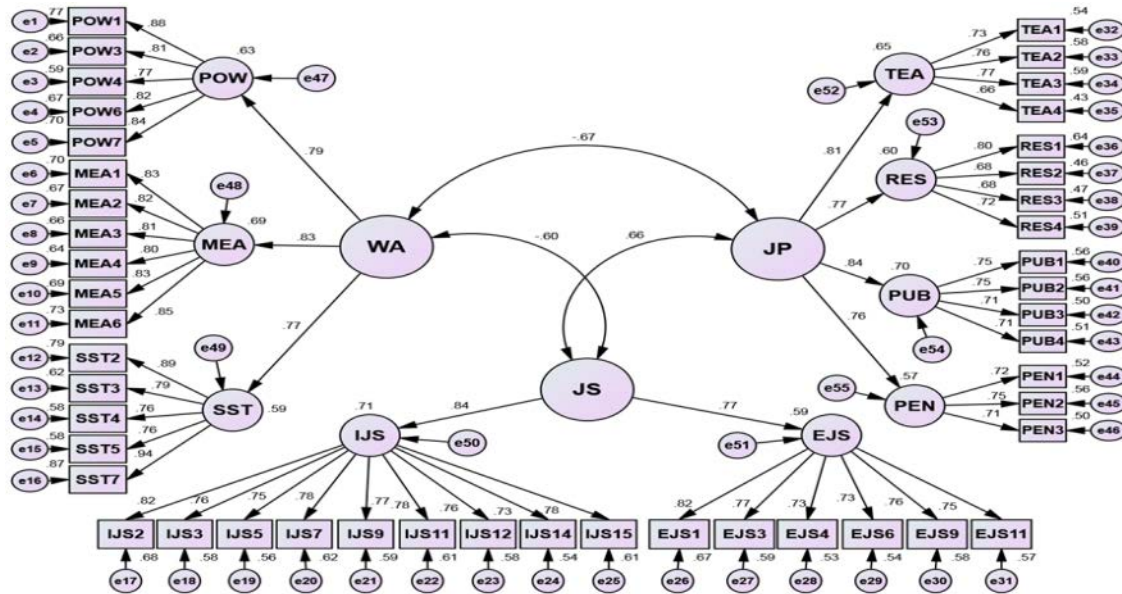


Fig. 2: Overall measurement model

Table 1: List of Cronbach's alpha and convergent validity values for the different constructs in the overall CFA model

Second-order construct	First-order construct	Cronbach's alpha	Convergent validity		
			Factor loading	(AVE)	(CR)
Work Alienation (WA)	Powerlessness (POW)	0.86	0.79	0.64	0.84
	Meaninglessness (MEA)		0.83		
	Self-estrangement (SST)		0.77		
Job Satisfaction (JS)	Powerlessness (POW)	0.82	0.84	0.65	0.79
	Self-estrangement (SST)		0.77		
Job Performance (JP)	Teaching performance (TEA)	0.92	0.81	0.63	0.87
	Research performance (RES)		0.77		
	Publication performance (PUB)		0.84		
	Public Engagement performance (PEN)		0.76		

Further, the RMSEA was 0.02 which was lower than the threshold value of 0.08 as recommended by Hair *et al.* (2010). Also, the Relative CMIN/df of 1.19 was lower than 5 and indicated good fit between the observations and the model (Bagozzi and Yi, 1988). Therefore, the results of the different statistical analyses indicated that the overall measurement model fit the data very well thereby obviating the need for further adjustments. The uni-dimensionality of the constructs that were utilized in the measurement model was evaluated for consistency and validity after they were checked and acquired. The Construct Reliability (CR), Average Variance Extracted (AVE) and Cronbach's alpha were utilized in the calculation of reliability. On the other hand, validity of the constructs was determined using convergent and discriminant validity tests. The outcomes of Cronbach's alpha and convergent validity for the overall measurement model are illustrated in the Table 1.

$$AVE = \frac{\sum \lambda_i^2}{n} = \text{Standardized factor loading}$$

$$CR = \frac{(\sum \lambda_i)^2}{[(\sum \lambda_i)^2 + (n - \sum \lambda_i^2)]}$$

Where:

n = No. of Item in a Model

λ_i = Factor loading of every item

Table 1 demonstrates that the AVE is higher than the cut-off value of .50 for all second-order constructs as recommended by Nunnally and Bernstein (1994) and ranged from 0.63-0.65. As recommended by Bagozzi and Yi (1988), the composite reliability values lied between the range of 0.79 and 0.87 and they exceeded the suggested value of 0.60 for every construct. Nunnally and Bernstein (1994) suggested the threshold value of 0.70 but the Cronbach's alpha values lied between the range of 0.82 and 0.92 and exceeded the value that was presented. Hence, the Cronbach's alpha for all constructs were regarded as suitably flawless.

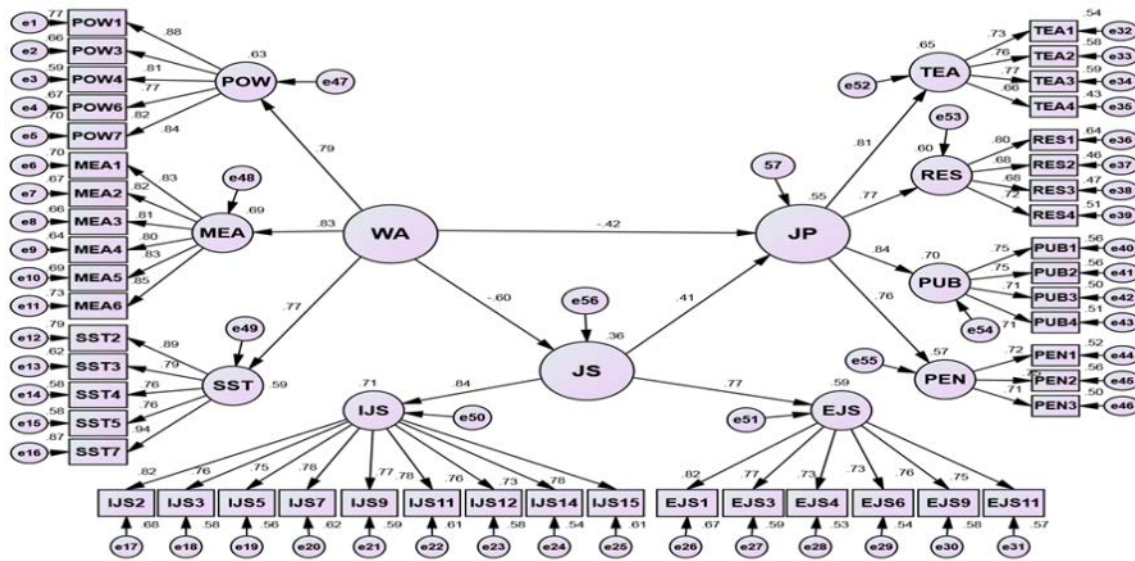


Fig. 3: Structural model

Table 2: Discriminant validity

Variables	WA	JS	JP
Work Alienation (WA)	0.80		
Job Satisfaction (JS)	-0.60	0.81	
Job Performance (JP)	-0.67	0.66	0.79

Table 3: Results of hypothesized direct relationships of the variables (path analysis)

Path	Unstandardized estimate	Standardised estimate	Hypothesis result
WA-JP	-0.31	-0.42***	H ₁ Supported
WA-JS	-0.37	-0.60***	H ₂ Supported
JS-JP	0.48	0.77***	H ₃ Supported

***: Contribution is significant at the 0.01 and 0.001 level (2-tailed)

According to the advice of Kline (2005), the correlations between the elements within the measurement model do not cross 0.85 in the case of discriminant validity. The validity was checked based on comparisons of the correlations between constructs and square root of the average variance extracted for a construct. According to Fornell and Larcker (1981), good discriminant validity is obtained when the correlation between two constructs is smaller than the square root of the AVE for each construct. The discriminant validity of the general measurement model is shown in Table 2.

As shown in Table 2, the absolute inter-correlations that exist between the three first-order constructs vary from -0.60 and -0.67 had the threshold value of 0.85. This value was declared as acceptable. Moreover, as stated by Kline (2005), the square root of the mean variance that was obtained by the indicators was more than the correlations and this reveals sound discriminant validity

between these elements. It can be deduced that the general measurement scale that was utilized to calculate the constructs and the items related to it was reliable and valid.

Structural model: The structural model through Maximum Likelihood Estimate (MLE) and regression method was calculated in this latest study. These measures and assessments helped to critically analyse the research hypotheses. The connection between the variables of work alienation, job satisfaction and job performance were observed in the structural model. Further, the mediating effect of job satisfaction on the relationship between work alienation and job performance were evaluated. Figure 3 describes the structural model for latest investigative research and also depicts the standardised regression weights.

The goodness-of-fit indices demonstrated that the structural model developed in this research adequately fitted the data: $\chi^2 = 1165.066$, $df = 977$, $p = 0.000$, $GFI = 0.90$, $AGFI = 0.88$, $CFI = 0.98$, $TLI = 0.97$, $IFI = 0.98$, $RMSEA = 0.02$ and $\chi^2/df = 1.19$. For the job Performance (JP), the value of R^2 was 55 and it was 36 for the Job Satisfaction (JS). According to Quaddus and Hofmeyer (2007), all the values of R^2 fulfilled the necessity for the 0.30 cut off value as it has been revealed in the overall findings of the statistical analyses. To investigate the hypothesized direct relationships between the variables of this study, the estimations of coefficient parameters were checked afterwards. In the Table 3, the outcomes that were obtained from inspecting the hypothesized direct effects and the standardised regression weight are described.

Table 4: Results of examining mediation effect

IV = (WA), DV = (JP) and M = (JS)	Standardized effect
Total effect of IV on DV without M	-0.67** (Sig: 0.001)
Direct effect of IV on DV with M	-0.42** (Sig: 0.001)
Indirect effect of IV on DV through M	-0.25** (Sig: 0.001)
Effect of IV on M	-0.60** (Sig: 0.001)
Effect of M on DV	0.41** (Sig: 0.001)
Mediation effect	Yes
Degree of mediation	Partial
Hypothesis Result	H ₄ supported

*, **, ***: Contribution is significant at the 0.05, 0.01 and 0.001 level (2-tailed)

Table 3 above showed that all the 3 direct paths existent in the structural model were statistically significant. Thus, all three hypothesized direct relationships were supported (i.e., H₁, H₂, H₃) with $\beta = -0.42$, -0.60 and 0.41 , respectively. These values indicated significant relationships. Furthermore, the significance of the regression coefficients between work alienation as IV, job satisfaction as M and job performance as DV were examined to determine the occurrence of the mediation effect and its mediating degree. The results of examining hypothesis H₄ are displayed in the result in Table 4 above showed that work alienation had a significant indirect negative relationship with job performance through job satisfaction with the standardized indirect effect of -0.25 and $p = 0.000$.

This provides further discussion of the main findings from the data analysis and a comparison with previous studies and a discussion of the theoretical base related to the research hypotheses. Hypothesis 1 predicted the significant relationship between work alienation and job performance. The results reveal that a significantly negative relationship is present in this relationship between work alienation and job performance. The hypothesized path from work alienation to job performance was ($\beta = -0.42$, CR = $-5.43 > 1.96$, $p < 0.05$). Moreover, the results were consistent with the prediction, as evidenced by a significant and negative path estimate towards job performance. Therefore, H₁ is supported. The significant results between work alienation and job performance are consistent with previous studies (Clark *et al.*, 2010; Nair and Vohra, 2010, 2012). The H₂ predicted the significant relationship between work alienation and job satisfaction. The results reveal that a significantly negative effect is present in this relationship between work alienation and job satisfaction. Therefore, H₂ is supported. The findings of this study was asserted ($\beta = -0.60$, CR = $-7.69 > 1.96$, $p < 0.05$) were consistent with the prediction as evidenced by a significant and negative path estimate towards job satisfaction. Hence, H₂ was accepted. The significant results between work alienation and job satisfaction are consistent with previous studies such as Sirin *et al.* (2011).

The H₃ predicted a significant relationship between job satisfaction and job performance. The results revealed

that a significant positive relationship between job satisfaction and job performance. The hypothesized path from job satisfaction to job performance was asserted ($\beta = 0.41$, CR = $5.06 > 1.96$, $p < 0.05$). Thus, H₃ is supported. Job satisfaction was also found to positively affect job performance (Dizgah *et al.*, 2012; Hayati and Caniogo, 2012; Peng, 2014; Shokrkon and Naami, 2009).

Therefore, the results were consistent with the prediction as evidenced by a significant and positive path estimate from job satisfaction to job performance. Hence, H₃ was accepted. Furthermore, the results indicated that job satisfaction mediates the relationship between work alienation and job performance. The degree of mediation was partial. The phenomenon supported the hypothesis H₄. Further, the result revealed that work alienation had a significant indirect negative effect on job performance through job satisfaction with the standardized indirect effect of -0.25 and the $p = 0.001$. However, the results of this study are consistent with previous studies in the literature proved that job satisfaction plays the role as a mediator variable (Al-Shuaibi and Subramaniam, 2014; Malik *et al.*, 2010; Shahzad *et al.*, 2010). Furthermore, in regard to work alienation as independent variable toward job satisfaction as dependent variable, result indicated significant and negative relationship between the two variables (Sirin *et al.*, 2011).

Moreover, in regard to job satisfaction as mediator and independent variable toward job performance, it was also found by another study that job satisfaction partially mediated the relationship between innovativeness and job performance (Ismail *et al.*, 2013). Therefore, the results were consistent with the prediction, as evidenced and indicated that job satisfaction partially mediates the relationship between work alienation and job performance. Hence, H₄ was accepted.

CONCLUSION

Structural Equation Modelling (SEM) was utilized to examine work alienation and job performance and the mediating role of job satisfaction among 419 of academic staff in 18 Iraqi technical colleges and institutes and to test the hypotheses of this study. The results confirmed that all four hypotheses are supported. Moreover, the results showed that the work alienation has significant relationship with job performance through job satisfaction as a mediating variable.

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