

Research article

The moderating effect of Organizational Justice on the relationship between Employee Alienation and Organizational Silence: An applied study on Government Hospitals in Damietta

Ghada Y. S. El-said¹*

¹ Faculty of Commerce, Mansoura University, Mansoura 35516, Egypt; dodoaboel3atta@gmail.com

* **Correspondence:** dodoaboel3atta@gmail.com.

Abstract: This study aims to investigate the moderating effect of Organizational Justice on the relationship between Employee Alienation and Organizational Silence, it was applied to a sample of (304) Response rate (98%) Nurses in Government Hospitals in Damietta, a set of hypotheses was formulated and to verify the validity of these hypotheses to achieve this study objectives. The researcher depended on the method of multiple regression analysis used multiple regression analysis by applying SPSS version 22. The study showed an interesting result that confirmed the positive impact of the dimensions of Employee Alienation on the dimensions of Organizational Silence, except Relational silence, The results also showed the negative impact of procedural Justice on the dimensions of Organizational Silence except Relational silence, and the results also showed the moderating effect of Organizational Justice on the relationship between Employee Alienation and Organizational Silence.

Keywords: Employee Alienation; Organizational Silence; Procedural Justice.

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1- Introduction

The success and superiority of organizations in the current era is related to the success of their human element, which considered is one of the most important organizational resources within any organization, and therefore organizations strive to preserve it and keeping it away from everything that hinders its way towards success, through the application of justice and integrity, Which is the most important basic requirements for forming positive behaviors and trends for employees (Usmani and Jamal, 2013).

It has become clear that the application of procedural justice plays a major role in enabling and

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improving the individual motivation at work, and it also helps employees to feel appreciated by their contributions and perceptions before the organization's organizational authorities when making decisions (Ashford and Pinder,2001).

It turns out that the failure to achieve justice in procedures and decision -making leads to dissatisfaction and the feeling of injustice and consequently job alienation (Hosseinzadeh,2014).

Functional alienation is one of the most important negative aspects associated with work, which is represented in the employee's feeling of separation and isolation from work activities, it can result in dissatisfaction and the loss of functional and organizational affiliation (Erdem, 2021) and the expression may effect on communication behaviors that impede the employee's ability to fully integrate into the organization, It also results in low ability to express self, which leads to Organizational silence behavior (Madlock and Martin,2011).

Organizational silence is also one of the most important problems that organizations may face at the current time, which is a relatively recent concept that expresses employees deliberately refraining from expressing ideas innovation, information and opinions that may benefit the work environment (Acaray and Akturan, 2015).

It has become clear that the application of procedural justice in organizations has a significant impact on employees and on their participation in the issues related to work, not only that but it leads to mutual respect in the working group, which makes them less vulnerable to fear of any negative consequences resulting from speaking, less likely to deliberate silence in organizations (Faeq and Ismael, 2022).

The previous studies had the relationship between job alienation and organizational silence were in a theoretical framework such as Madlock and Martin (2011), while the current study will be applied in government hospitals in Damietta Governorate, and most studies have focused on job alienation as a mediator or moderator variable and a dependent variable such as the studies of (Masleh et al. 2014; koogle 2014; Kurtulmus,2016), however, the current study applies job alienation as an independent variable, and most studies focused on procedural justice as an independent variable such as the study (Akuzum 2014), while the researcher had Procedural justice in the current study as a moderator variable.

In light of the aforementioned, the researcher studied the moderating effect of procedural justice on the relationship between Job alienation and organizational silence.

2- Literature review

2-a) Job alienation

The concept of occupational alienation: Alienation is one of the most important concepts in the modern era, due to the multiplicity of fields in which it is used, whether it is in the philosophical, social, religious, psychological, and administrative fields (Nair and Vohra, 2010), which was first addressed by Hegel (1831) as a psychological concept. He defined it as “a state of helplessness and inability that a person suffers from when he loses control over his products and properties, and then loses the ability to influence the course of things.” on everything he owns or produces, but this definition lacks the reason for this happening Alienation.

Vanderstukken & Caniëls, (2021) also indicated that job alienation means the employee's inability to meet his social and organizational needs, due to the contradictions between achieving his goal and the fear of not taking into account the interests of other employees, and the researcher explained in this definition that alienation can occur as a result of lack of Alignment between one's goals and the goals of others within the organization.

However, ÇİFTÇİ, (2021) defined job alienation as “the degree of employee feeling of a loss of strength, standards, and self-evaluation in his job.” It also means that the employee feels a state of alienation. The contradiction between his personal needs and the requirements of the organization, everything we want or believe in is always Activate Y Unlike reality, which makes us feel alienated.”

As Erdem, (2021) pointed out that occupational alienation is “a generalized cognitive state of psychological separation from work, arising from the realization that work itself is incapable of fulfilling personal needs and necessary expectations, as it reflects a situation in which the individual cares little about work, The work is performed with simple energy, and works with the aim of obtaining external rewards.”

In agreement with him, he defined it (Banai et al., 2004) as “a state of psychological separation from the job, in which the employee realizes that the work lacks the possibilities and capabilities that satisfy his needs.” and his urgent expectations.”

According to previous definitions, researcher can redefine functional alienation as an internal feeling of a person that leads to a loss of a sense of belonging, a feeling of helplessness, a loss of purpose and a lack of sense of value and appreciation, loss of meaning and purpose, and separation from himself and others, and causes harmful effects on the performance of the individual and his colleagues. In the work environment .

By informing the researcher of previous studies, she found that there is a difference in the dimensions that researchers used to measure occupational alienation, as the psychological, social and administrative studies and studies varied in an attempt to determine the dimensions of occupational alienation, and the researcher can address the dimensions of occupational alienation according to To study (Mottaz, 1981), which is represented in (Powerlessness, Meaninglessness, Self-estrangement):

- **Powerlessness :**

It is an important functional resource, employees not only can meet the requirements of work, but also meet their basic needs of autonomy, and employee control over the way work is done has a fundamental role in increasing organizational commitment as well as the effort in Work (Tummers and Knies, 2013).

Mottaz (1981) defined it as "the individual's expectation that his behavior cannot achieve the desired results or enhance what he seeks, and the disability and loss of strength may be the result of the lack of participation and autonomy or the employee's enjoyment of limited freedom (a specific task scope) to control work activities".

- **Meaninglessness**

Defined by (Yildiz and Saylikay, 2014), as “the individual’s failure to see the relationship between his activity or work and the final product,” Suarez-Mendoza, et al., 2014). The extent of his contribution to achieving organizational goals”, while Motaaz (1981, 1981) dealt with the

Meaninglessness as “the employee’s feeling of his meager contribution to the production process as a whole, and thus his sense of his importance in the organization.”

According to a study (Sarros, et al., 2002), feelings of Meaninglessness are generated as a result of employers realizing that they are unable to understand the goals of the organization and its relationship to their work, and it was found that transformational leadership plays a major role in mitigating levels of alienation in contrast to transactional leadership, which is a form of control. Bureaucracy impedes the performance of employees, and employees may feel meaningless if their job tasks are narrow in scope, routine, unchallenging and separated from other work activities.

- **Self-estrangement**

It is considered one of the most important dimensions of occupational alienation (Seeman,1975), and Blauner (1964) saw that self-estrangement occurs as a result of the two dimensions of loss of control and loss of meaning, when the employee is unable to participate and control On the work he loses the ties and relations between him and the organization and thus alienates himself.

Self-estrangement may also occur when the individual feels that he does not have an internal motivation to work, and feels that he is an outsider in the organization (Başaran, 2008), and when he sees that his work is not the appropriate way to meet his needs (Smith and Bohm, 2008).

2-b) Organizational Silence

Mousa et al, (2012) defined it as “the individuals’ abstention from expressing or suggesting an emotional, cognitive, or behavioral assessment of the circumstances of the organization.” According to previous definitions, the researcher concludes that organizational silence is very important in organizations, as it is related to three basic aspects, especially emotion, knowledge, and behavior, and it also has an impact on organizational policies and work problems, but the researchers did not explain in this Definitions what are the reasons for the employee's tendency to remain silent in organizations.

While (Zaman, et al., 2021) defined it as "the motives for withholding opinions and information about work improvements", and the researcher believes through this definition that silence has an important role in Work improvement and development.

The researcher concluded that organizational silence means withholding or avoiding employees by providing information or suggestions to their superiors or reporting problems for fear of any negative reactions or any unsatisfactory results that may result from that, for different motives and reasons.

The dimensions of organizational silence according to a study (Briensfield,2012) are (deviant silence, relational silence, defensive silence, diffident silence, intellectual silence, and disengaged silence), and the researcher can deal with them in detail as follows:

- **Deviant silence:**

Gruys and Sackett, (2003) indicated that deviant silence means “the misuse of information as an important and essential element in the organization, and a deliberate failure to give important and necessary information to the supervisor or colleagues at work, as he defined it as “destruction or Forging records and documents in the organization.”

- **Relational silence:**

He (Lu and Xie, 2013) defined it as 'withholding information and ideas for the benefit of others in

order to cooperate in the organization', and called it (Tan, 2014) as the silence in favor of the organization, and stated (Podkasoff.et al., 2000) that the relational silence means “the refusal to express opinions and ideas for the benefit of the organization with the aim of wanting to help others.” External factors (the organization, colleagues) are the motive for this type of silence and not the motive from within the individual himself (Van-Dyne.et al, 2003).

- **Defensive silence:**

Lu and Xie, (2013) defined as “withholding information and ideas for the benefit of others for the purpose of cooperation in the organization”, and (Tan, 2014) called it the silence in favor of the organization, and stated (Podkasoff, et al., 2000) that the silence resulting from Social relations means “the refusal to express opinions and ideas for the benefit of the organization with the aim of wanting to help others,” and external factors (the organization, colleagues) are the motive for this type of silence and not the motive from within the individual himself (Van-Dyme, et al. 2003).

- **diffident silence:**

Merriam-Webster defined it as “reluctance to speak and a preference for silence due to lack of self-confidence, insecurity or uncertainty about the situation or what to say,” and there may be some conceptual overlap between this dimension and defensive silence because both are related By avoiding negative consequences, but in disruptive silence the nature of causative consequences is psychological and internal (for example, avoiding a situation that causes him embarrassment), while in defensive silence the nature of its consequences is external (for example, fear of losing work), and the cause may be Behind this type of silence are some elements such as: anxiety, depression, anger, embarrassment, anxiety, and insecurity (Barrick and Mount,1991).

- **Intellectual silence:**

Brinsfield, (2012) defined intellectual silence as “the employee’s failure to share his ideas for improvement and development of himself and the lack of desire to dedicate his effort, thus blocking his will from participating in an attempt to change the attitudes around him, because speaking will not help in bringing about a change in work issues or in current situation”.

- **Disengaged silence:**

Brinsfield, (2012) defined this type of silence as “the employee’s withdrawal from work and roles because it is not related to the work and the organization, and this type of silence occurs when the identity and goals of the employee differ with the goals of the organization.”

2-c) Organizational Justice

As described by (Greenbreg, 2005) that it refers to the employees' awareness of the fairness of the procedures used to determine the outcomes they receive”, as defined by (Dolan, et al., 2004) as “the fairness of the procedures followed in determining and distributing outcomes and allocations.”

While (Elamin and Alomaim, 2011) defined it as “the individuals’ perception of the justice related to Using the methods, procedures, and ways in which decisions related to outputs are determined.”

While (Faeq & Ismael, 2022) defined it as "the justice of the means used in making and implementing decisions and determining the outputs", as (Rahim and Shapiro, 2000) defined it with the procedures used in distributing resources and organizational results, and the extent to which employees see that decision-makers Activate The decision will be fair in taking organizational

measures in the organization.”

Based on the previous definitions, the researcher believes that procedural justice means “the employees’ feeling that the actions taken by the administration towards them are done in a fair manner, that is, employees of equal rank are given the same salaries, and each of them receives Financial or moral reward in exchange for additional work, this contributes to enhancing the sense of justice in the proceedings Activate organizational.”

3- Hypothesis development

3-a) Job alienation and organizational silence

Job alienation comes as a result of the lack of interaction between him and the organization's co-workers, and then the employee feels that the organization is no longer a suitable place for it, which leads to a decrease in its affiliation and its loyalty to that organization, This reflects negatively on its focus, capabilities, commitment and contact with others within the organization which is (the employee's inability to communicate and communicate with his colleagues to work, as well as a few cooperation with administration and managers) (Valadbigi,2014).

Also, the increase in the individual's sense of alienation within his organization leads to his inability to integrate in it, which helps him to keep his ideas and opinions, which in turn affects the development and organizational progress, consequently, there is a strong and strong relationship between functional alienation, organizational silence and a negative relationship between the career and communication approach and communication within the organization (Madlock and Martin,2011).

From the above, alienation affects the employee's ability to control and control tasks his work, and prevents employee from participating in the work, and affects his feeling of the value and importance of his work, Where the employee feels that he is outside the focus of attention by the organization, and therefore the action reduces the employee's participation in work issues and problems, and then increases Organizational silence (Pelit et al.,2015), which in turn negatively affects the organization as a whole, and therefore the researcher can formulate the first hypothesis of the study as follows :

H1: There is a significant effect of job alienation on organizational silence among nurses in government hospitals in Damietta Governorate.

3-b) Organizational Justice and organizational silence

Procedural fairness refers to “employees’ awareness of the extent to which regulatory authorities apply fair procedures and consistent, unbiased decisions” (Levanthal, 1980).

Recognizing the application of procedural justice may help employees feel involved in the decision-making process (Lind and Earley, 1992), where employees feel assured that the authorities act in an ethical manner, reducing their personal fears of undue blame or harm Talking about work problems and issues that could be harmful With the staff and the organization when. (Greenbreg, 1990)

A study (Tangirala, Ramanujam, 2008) stated that increasing procedural justice leads to a decrease in job silence and an increase in organizational commitment, and also a study (Tulubes, 2012) indicated that faculty members avoid sharing their knowledge, ideas and suggestions with regard to organizational issues, it happens when they feel that the procedures are unfair, and the study (Akuzum,

2014) confirmed that organizational justice is one of the most important variables that affect the continuity of organizations and organizational success and reduce organizational silence.

The theory of justice (Adams, 1963) confirmed the negative relationship between justice and organizational silence. Through this theory, individuals measure the level of justice by comparing the efforts they make at work (inputs), wages, rewards and incentives they get (outputs) with what others make and what they get. Accordingly, in similar jobs and under similar conditions, if the result is equal and fair, then this will lead to the employee's feeling of satisfaction, satisfaction and enthusiasm for work, but if the opposite result is unfair, this will lead to his feeling of dissatisfaction (Imam 2003).

And he has a choice of the following options: Changing the input, such as reducing the effort, Changing the output, such as asking for a wage increase, Changing the individual's perception of himself, such as changing his evaluation of comparison, Changing the individual's perception of others, such as changing the individual's perception of the inputs or outputs of others, Changing the comparison, such as changing the thing that is the focus The comparison, i.e., the lack of justice may be due to other reasons, such as having special skills, leaving the whole situation, such as moving from the workplace or resigning and leaving work (Alghiwi, 2015)

Through this theory, the researcher concluded that the lack of equality leads to workers' feeling of dissatisfaction, as stated (Osboei and Nojabae, 2014) that the dissatisfaction of workers leads to an increase in organizational silence, and in this context, the researcher expects the possibility of a justice theory explaining the phenomenon of organizational silence.

The social justice theory (Fredrickson's Social Equity Theory) has also focused on the necessity of providing and making job opportunities for all individuals, without discrimination in rights and wages, and making the returns appropriate for the effort expended at work, through the administrative bodies dealing with cases of non-application of justice and advancing the responsibilities of administrative reform. Through the redistribution of services and benefits (Alghiwi, 2015), justice was classified through this theory into four types: individual justice (human self-respect), (categorical justice Jobs based on competency), class justice (the application of justice among workers based on education and qualifications), sectoral justice (equal wages in the public and private sectors), and thus the theory of social justice is based on individual justice, which means respect and self-esteem. Before management or colleagues, this reduces their silence behavior (Amah and Okafor 2008), and in light of these studies, the researcher reached the second hypothesis in the study, which is:

H2: "There is a significant effect of procedural justice on the dimensions of organizational silence among nurses in government hospitals in Damietta Governorate."

3-c) Organizational Justice , Employee Alienation and Organizational Silence:

That is, if employees are treated fairly by their managers in organizations, this will stimulate their social interactions, which leads to increased commitment to the organization, on the contrary when employees are exposed to unfair behavior in their organizations, this leads to their distrust of the organization and remain silent about any problems Speak in the organization (Dabbagh, et al.,2012).

The application of procedural justice and fair decision-making allows employees to speak and express an opinion, as it increases the organizational voice and then controls the results and control of work and obtaining satisfactory results, that is, it increases the workers' sense of control and reduces the feeling of isolation (Cleylan and Sulu, 2010), and therefore the researcher reached the third

hypothesis in the study, which is:

H3: "There is a significant effect of using procedural justice as a moderator variable on the relationship between the dimensions of job alienation and the dimensions of organizational silence among nurses in government hospitals in Damietta governorate".

Model :

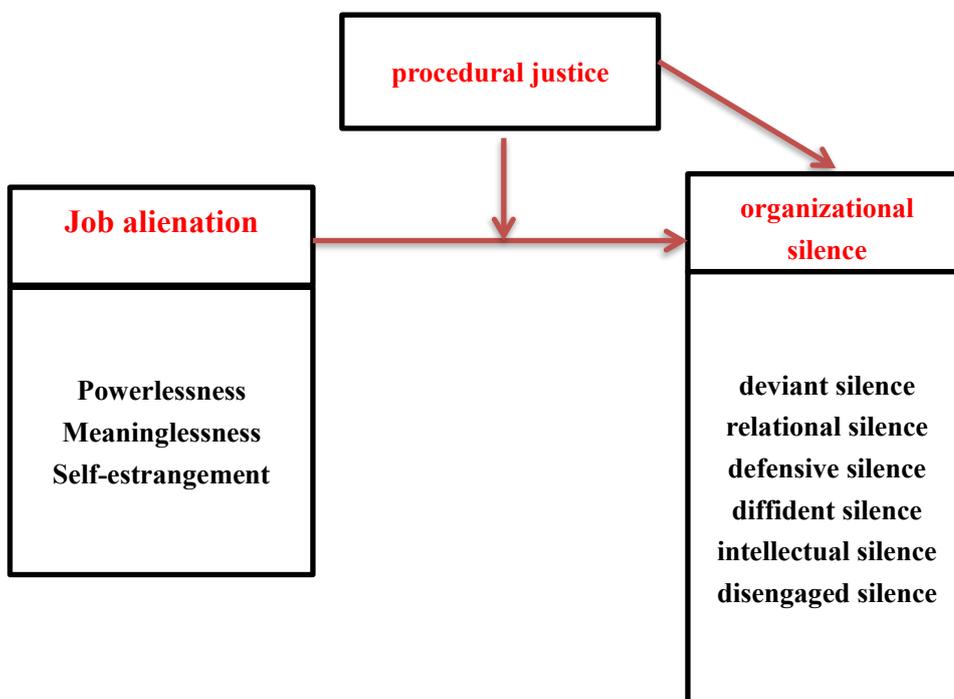


Figure 1: Research model by the researcher

4- Research Methodology

4-a) Study population and sample specifications:

The study population consists of all employees of the nursing department in hospitals The government agency in Damietta Governorate (Fever Hospital, General Hospital, Al-Sadr Hospital, Oncology Hospital, Specialized Hospital, Dermatology Hospital, and Ophthalmology Hospital), which numbered (1408) male and female nurses according to the Directorate of Health Affairs in Damietta Governorate 2017.

The study sample represents (410) singles and it is an easy sample. Due to the difficulty of providing an accurate inventory of hospitals, it was determined according to the study (Saunders et al.,2015), which stipulates that the minimum sample selection represents (385) individuals, and (410) forms were distributed among the study sample members. Retrieval of (390) forms with a percentage of (95.1%) valid for analysis, and the number of forms not valid for analysis reached (11) forms with a percentage of (2.7%), and the forms that were not completed Returned (9) forms with a percentage of (2.2%)

4-b) Measurement:

The first variable: Job alienation: This variable measures the level of job alienation among nurses in government hospitals in the Damietta governorate under study. The Mottaz scale in 1981 was

used, which was developed in a study (Sua rez-Mendoza, M., et al., 2014) in addition to reformulating the phrases in line with the objectives of the current study. This axis included (21) phrases that measure the dimensions of occupational alienation and it has been divided into three dimensions as follows: From 1: 7 statements that measure after powerlessness. 8: 14 Phrases that measure after meaninglessness and are represented by 15:21 Phrases that measure Self-estrangement.

The second variable: organizational silence: This variable measures the level of organizational silence by (Brinsfield,2013). organizational silence with Re-drafting the phrases in line with the objectives of the current study, and this axis included Ali (29) is a phrase that measures the dimensions of organizational silence, and it has been divided into six dimensions as follows: From 1: 4 phrases that measure the dimension of deviant silence from 5: 9 phrases that measure the dimension of relational silence. From 10: 15 phrases that measure the distance of defensive silence from 16: 20 Phrases that measure after diffident silence. From 21: 25 Phrases that measure after intellectual silence. From 26: 26 Phrases that measure after the disengaged silence.

The third variable: Procedural justice: (Niehoff & Moorman,1993) was used for procedural justice with reformulating the phrases in line with the objectives of the current study. This axis included (8) phrases that measure procedural justice (1:8).

4-c) Validity and reliability

To verify the internal consistency, validity and reliability of the vocabulary of the first variable (Job alienation), Cronbach's alpha coefficient was used as shown in Table 1.

Table 1: The reliability and validity test for the dimensions of Job alienation

Job alienation	Cronbach's alpha
powerlessness	(0.741)
I have a great deal of freedom while performing my daily tasks	0.697
I can control my job	0.741
I have a little control over how I go about my daily tasks *	-0.660
Most work decisions are made without consulting my supervisor	0.778
It is difficult for me to make changes regarding my job activities	0.441
My daily activities are largely determined by others	0.422
I make decisions about my work in the hospital Loss of meaning	0.679
Meaninglessness	(0.822)
I contribute greatly to the success of the hospital in which I work	0.416
I do not know the purpose of my job in the hospital	0.567
Officials highly appreciate my work	0.445
I often wonder how important my job is in the hospital	0.728
I feel that my work does not contribute significantly to achieving the desired results	0.413

Understand the extent of practical compatibility with achieving the hospital's goals	0.770
Self-estrangement	(0.745)
I do not achieve anything in my work in the hospital	0.430
I am satisfied with my salary in the hospital*	-0.423
I feel able to achieve my goals in the hospital	0.441
I have little opportunity to use my abilities and skills in my work	0.762
I gain competence and experience through my work performance	0.555
My work is routine and boring and does not provide opportunities for creativity and self-growth	0.695
My job is interesting and fun	0.642

* delete the phrase

To verify the internal consistency, honesty and stability of the vocabulary of the second variable (organizational silence), Cronbach's alpha coefficient was used as shown in table:

Organizational silence	Cronbach's alpha
deviant silence	(0.921)
I prefer silence to get what I want, even if it is at the expense of others	0.841
I am silent to intentionally harm another person	0.830
I wish to harm the hospital	0.833
Silence to make management seem more bad	0.790
relational silence	(0.938)
I called to maintain my relationship with my colleague	0.848
I avoid creating any kind of tension for my colleagues at work	0.895
I refrain from updating to avoid conflicts with my colleagues	0.904
I kept silent to protect my relationship with my mother at work	0.881
I prefer silence to preserve the feelings of others	0.872
defensive silence	(0.939)
I feel dangerous to speak up	0.820
I keep quiet to protect myself from harm	0.820
I think that speaking will negatively affect my job in the hospital	0.829
I want to remain silent for fear of criticism of the news	0.854
I avoid getting revenge on others Troubled silence	0.770
diffident silence	(0.913)
Not feeling confident enough when speaking	0.663

Shut up to avoid confusing myself	0.680
Uncertainty about what to say	0.713
I feel anxious	0.711
Keep silent because of the knowledge of appearing as someone else Silence with acquiescence	0.716
intellectual silence	(0.903)
I like to keep quiet because others don't care what I have to say	0.798
Refused to speak because the administration does not care about the hospital's issues	0.627
The lack of interest of others to take appropriate measures to ensure the progress of work	0.660
I am silent because my words are not taken seriously	0.776
I feel like management won't do anything good when I speak withdrawal silence	0.759
disengaged silence	(0.856)
I avoid talking because the problem is not mine	0.562
I keep quiet because I don't care what's going to happen	0.534
I refrain from participating in group work	0.458
I wait for others to speak on my behalf.	0.426

To verify the internal consistency, honesty and stability of the vocabulary of the second variable (Procedural justice), Cronbach's alpha coefficient was used as shown In table :

Table 2

Procedural justice	Cronbach's alpha (0.958)
The management takes all job decisions in an unbiased manner	0.851
The manager listens to the suggestions and opinions of the employees before making his decisions	0.872
The manager takes into account the concerns and fears of the employees when making decisions	0.868
The manager gathers complete information that helps him to make decisions	0.842
The manager explains to the employees the reasons why he made the decisions	0.818
The manager provides additional information about the decision when the staff asks for it	0.829
All decisions are implemented All employees without exception	0.811
Some decisions can be modified in light of the	0.799

proposals I present to the management	
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The researcher designed the following regression models to test the study's hypotheses Represented in

H1: There is a significant effect of job alienation on organizational silence among nurses in government hospitals in Damietta Governorate , and the method of multiple regression analysis was relied upon, through the following equations:

$$OS = \beta_1 APO + \varepsilon \tag{1}$$

$$OS = \beta_1 APO + \beta_2 AME + \varepsilon \tag{2}$$

$$OS = a + \beta_1 APO + \beta_2 AME + \beta_3 ASE + \varepsilon \tag{3}$$

where : OS: refers to organizational silence APO: powerlessness AME: Denotes Meaninglessness ASE: Refers to Self-estrangement, The following sub-hypotheses were derived from the main hypothesis to verify the validity of this hypothesis, first: The first sub-hypothesis **“There is a significant effect of the dimensions of job alienation on the deviant silence**, and the results of the statistical analysis in Table:

Table 3

variables	Model (1)	Model (2)	Model (3)
	β (sig.)	β (sig.)	β (sig.)
constant	0.546**	0.334**	0.269**
powerlessness	0.613**		
Meaninglessness		0.746**	
Self-estrangement			0.739**
F	234.012**	376.751**	340.211**
R ²	.376	.494	.467

*Sig. at the 0.05 **sig. at the 0.01

it was statistically proven in the first regression model that there is a strong positive significant effect between the dimension of powerlessness and deviant silence, and also the presence of a strong positive significant effect of Meaninglessness the on deviant silence, and a strong significant positive effect of Self-estrangement on deviant silence. Second: The second sub-hypothesis **“there is a significant effect of the dimensions of job alienation on the relational silence”**, and the results of the statistical analysis revealed the following:

Table 4

variables	Model (1)	Model (2)	Model (3)
	β (sig.)	β (sig.)	β (sig.)
constant	0.528**	0.544**	0.548**
powerlessness	-0.549**		
Meaninglessness		-0.658**	
Self-estrangement			-0.642**
F	157.62**	226.46**	52.07**
R ²	.289	.369	.351

*Sig. at the 0.05 **sig. at the 0.01

It has been statistically proven that there is a strong negative significant effect of the powerlessness and relational silence, as it has been statistically proven in the second regression model that there is a strong negative significant effect of the Meaninglessness on the relational silence, and also it has been

statistically proven in the third regression model that there is a strong negative significant effect To Self-estrangement on relational silence. Third: The third sub-hypothesis: There is a significant effect of the dimensions of job alienation on defensive silence. The results of the statistical analysis showed:

Table 2

variables	Model (1)	Model (2)	Model (3)
	β (sig.)	β (sig.)	β (sig.)
constant	1.194**	1.12**	0.838**
powerlessness	0.566**		
Meaninglessness		0.644**	
Self-estrangement			0.719**
F	168.60**	207.64**	278.79**
R ²	.303	.349	.418

*Sig. at the 0.05 **sig. at the 0.01

It has been statistically proven through the first regression model that there is a strong positive significant effect for the dimension of powerlessness and defensive silence, and it has also been proven in the second regression model that there is a strong positive significant effect of the Meaninglessness on defensive silence, as it has been statistically proven in the third regression model that there is a strong positive significant effect of Self-estrangement on defensive silence. Fourth: The fourth sub-hypothesis “There is a significant effect of the dimensions of Job alienation on diffident silence.” The results of the statistical analysis showed what is shown in next Table

Table 6

variables	Model (1)	Model (2)	Model (3)
	β (sig.)	β (sig.)	β (sig.)
constant	0.847**	0.774**	0.676**
powerlessness	0.589**		
Meaninglessness		0.669**	
Self-estrangement			0.674**
F	208.70**	207.64**	250.00**
R ²	.350	.349	.392

*Sig. at the 0.05 **sig. at the 0.01

It was statistically proven in the first regression model that there was a strong positive significant effect for the dimension of powerlessness on intellectual silence, as it was statistically proven in the second regression model that there was a strong direct, significant effect of Meaninglessness and Self-estrangement on intellectual silence. Fifth: The fifth sub-hypothesis: “There is a significant effect of the dimensions of job alienation on intellectual silence. The results of the statistical analysis resulted in what the table shows:

Table 7

variables	Model (1)	Model (2)	Model (3)
	β (sig.)	β (sig.)	β (sig.)
constant	0.757**	0.630**	0.442**
powerlessness	0.605**		
Meaninglessness		0.707**	
Self-estrangement			0.744**

F	216.2**	299.12**	335.76**
R ²	.358	.435	.464

*Sig. at the 0.05 **sig. at the 0.01

It was statistically proven in the first regression model that there was a strong positive significant effect on the dimension of powerlessness with intellectual silence. The third regression model has a strong positive significant effect of Meaninglessness and Self-estrangement on intellectual silence. Sixth: The sixth sub-hypothesis “There is a significant effect of the dimensions of job alienation on the disengaged silence, and the results of the statistical analysis resulted in what the table shows

Table 8

variables	Model (1)	Model (2)	Model (3)
	β (sig.)	β (sig.)	β (sig.)
constant	0.925**	0.725**	0.925**
powerlessness	0.580**		
Meaninglessness		0.709**	
Self-estrangement			0.767**
F	161.06**	247.16**	302.81**
R ²	.293	.389	.438

*Sig. at the 0.05 **sig. at the 0.01

It was statistically proven in the first regression model that there was a strong positive significant effect for the dimension of powerlessness on disengaged silence, as it was statistically proven in the second regression model that there was a strong positive and significant effect of Meaninglessness on the disengaged silence, and also it was proven statistically In the third regression model, there was a strong positive and significant effect of Self-estrangement on the disengaged silence.

Based on these results, it becomes clear that the first hypothesis of the study is confirmed, which is that “there is a significant effect of the dimensions of job alienation (powerlessness, Meaninglessness, Self-estrangement) on the dimensions of organizational silence (deviant silence, relational silence, defensive silence, disruptive silence, intellectual silence, disengaged silence) I have workers in government hospitals in Damietta Governorate.

b) The second hypothesis: “There is a significant effect of procedural justice on the dimensions of organizational silence.” among employees of government hospitals in Damietta Governorate. To verify the validity of this hypothesis, the researcher relied on the regression analysis method Through the following equation:

$$OS = \alpha + \beta 1PJ + \epsilon \quad (1)$$

where: (1) OS: Refers to organizational silence and includes (deviant silence, relational silence, defensive silence, diffident silence, intellectual silence, disengaged silence)

PJ: refers to procedural justice

The results of the statistical analysis showed what is shown in next Table :

Table 9

variables	deviant silence	relational silence	defensive silence	diffident silence	intellectual silence	disengaged silence
	Model (1)	Model (2)	Model (3)	Model (4)	Model (5)	Model (6)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
α	4.87**	2.07**	6.61**	4.71**	4.40**	5.30**

procedural justice	-0.549**	0.547**	-0.563**	-0.587**	-0.610**	-0.622**
F	57.10**	53.80**	58.84**	71.70**	79.77**	40.85**
R ²	.372	.359	.379	.421	.448	.291

*Sig. at the 0.05 **sig. at the 0.01

The researcher reached through previous table the following results:

It was statistically proven in the first regression model that there was a strong negative significant effect of procedural justice on the deviant silence, while it was statistically proven in the second regression model that there was a strong direct effect for years of procedural justice on the relational silence, while it was statistically proven in the third regression model that there was a strong negative significant effect of procedural justice on defensive silence, as it was produced in the fourth regression model that there was a strong negative significant effect of procedural justice on diffident silence, while it was statistically proven in the raw regression model that there was a strong negative regressive significant effect of justice On intellectual silence, while it was statistically proven in the sixth regression model that there is a strong negative significant effect of procedural justice on disengaged silence. Based on the foregoing, the researcher reached the validity of the second hypothesis, which is that **“there is a significant effect of procedural justice on the dimensions of organizational silence between employees in Governmental Hospitals in Damietta Governorate”**:

researcher reached the validity of the second hypothesis, which is that there is a significant effect of procedural justice on the dimensions of organizational silence between employees in government hospitals in Damietta Governorate.

c) H3: "there is a significant effect of procedural justice as a moderator on the relationship between dimensions of job alienation and dimensions of organizational silence between employees in Governmental Hospitals in Damietta Governorate".

To verify the validity of this hypothesis, the researcher relied on the regression analysis method according to the study (Baron,et al.,1986) through the following equations:

$$OS = \alpha + \beta_1 APO + \varepsilon \quad (1/1)$$

$$OS = \alpha + \beta_1 APO + \beta_2 AME + \varepsilon \quad (1/2)$$

$$OS = \alpha + \beta_1 APO + \beta_2 AME + \beta_3 ASE + \varepsilon \quad (1/3)$$

$$OS = \alpha + \beta_1 APO + \beta_2 AME + \beta_3 ASE + \beta_4 APO * PJ + \varepsilon \quad (2/1)$$

$$OS = \alpha + \beta_1 APO + \beta_2 AME + \beta_3 ASE + \beta_4 AME * PJ + \varepsilon \quad (2/2)$$

$$OS = \alpha + \beta_1 APO + \beta_2 AME + \beta_3 ASE + \beta_4 ASE * PJ + \varepsilon \quad (2/3)$$

OS: refers to organizational silence and includes (deviant silence, social silence, defensive silence, diffident silence, intellectual silence, disengaged silence

APO: refers to Powerlessness

AME: refers to meaninglessness

ASE: : refers to Self-estrangement

PJ : refers to procedural justice

and the following sub-hypotheses were derived from the main hypothesis to verify the validity of this hypothesis: **First: the first sub-hypothesis states that there is a significant effect of using procedural justice as a moderated variable on the relationship between the dimensions of job alienation and deviant silence.** Statistical than what is shown in next table :

Table 10

variables	Deviant silence					
	Model (1)			Model (2)		
	Model (1/1)	Model (1/2)	Model (1/3)	Model (2/1)	Model (2/2)	Model (2/3)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
constant	.546**	.344**	.269**	.754**	.877**	.836**
powerlessness	.613**			.244**	-.056	
Meaninglessness		.746**		.301**	.639**	
Self-estrangement			.739**	.281**	.258*	
PJ* powerlessness				-.082**		
PJ* Meaninglessness					.101**	
PJ* Self-estrangement						-.094**
F	234.012**	376.251**	340.211**	123.97**	128.96**	127.30**
R ²	.376	.494	.467	.562	.573	.569

*Sig. at the 0.05 **sig. at the 0.01

The researcher reached through previous table the following results:

It was statistically proven in the regression model (1/1) that there is a strong positive significant effect of powerlessness on deviant silence, while in the model (1/2) when using justice as a moderator variable there is a strong negative effect of the moderator variable (procedural justice * powerlessness) on deviant silence. It was also statistically proven in the regression model (1/2) that there is a strong positive significant effect of Meaninglessness on the deviant silence, but when using procedural justice as a moderator variable in the model (2/2), the results showed a strong negative moral effect for the variable moderator (procedural justice * Meaninglessness) on deviant silence.

While it was statistically proven in the regression model (1/3) there is a strong positive significant effect of self-estrangement on the deviant silence, but the results of the model (3/2) when using procedural justice showed a strong positive significant effect of the moderated variable (procedural justice • self-estrangement) on deviant silence.

Second: The second sub-hypothesis: “There is a significant effect of using procedural justice as a moderated variable on the relationship between the dimensions of job alienation and relational silence.” The results of the statistical analysis resulted in what is shown in next table:

Table 11

variables	Relational silence					
	Model (1)			Model (2)		
	Model (1/1)	Model (1/2)	Model (1/3)	Model (2/1)	Model (2/2)	Model (2/3)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
constant	.528**	.544**	.548**	.456**	.876**	.836**
powerlessness	-.549**			-.318**	.045	
Meaninglessness		-.658**		-.231	-.637**	
Self-estrangement			-.642**	-.189	-.163	
PJ* powerlessness				-.102**		
PJ* Meaninglessness					.119**	
PJ* Self-estrangement						.116**

F	157.62**	226.46**	520.07**	790.03**	81.38**	82.96**
R ²	.289	.369	.351	.451	.458	.462

*Sig. at the 0.05 **sig. at the 0.01

It was statistically proven in the regression model (1/1) that there is a strong negative significant effect of powerlessness of relational silence, while in the model (1/2) when using justice as a moderator variable there is a strong positive significant effect of the modified variable (procedural justice • powerlessness) on the relational silence. It was also statistically proven in the regression model (1/2) that there is a strong negative significant effect of Meaninglessness on relational silence. But when using Procedural justice as a moderated variable in the model (2/2) There is a strong positive significant effect of the modified variable (procedural justice • Meaninglessness) on the relational silence. While it was statistically proven in the regression model (1/3) there is a strong negative significant effect of self-alienation on silence resulting from social relations, but the results of the model (3/2) when using procedural justice showed a strong positive significant effect of the modified variable (procedural justice * Self-estrangement) on the relational silence.

Third: The third sub-hypothesis: “There is a significant effect of using procedural justice as a moderated in the relationship between the dimensions of job alienation and defensive silence.” The results of the statistical analysis resulted in what is shown in next table:

Table 12

variables	defensive silence					
	Model (1)			Model (2)		
	Model (1/1)	Model (1/2)	Model (1/3)	Model (2/1)	Model (2/2)	Model (2/3)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
constant	1.194**	1.12**	.838**	1.28**	1.34**	1.36**
powerlessness	.566**			.276**	.045	.092**
Meaninglessness		.644**		-.096	-.637**	-.093
Self-estrangement			.719**	.588**	-.163	.843
PJ* powerlessness				-.072**		
PJ* Meaninglessness					-.082**	
PJ* Self-estrangement						.083**
F	168.60**	207.64**	278.79**	81.56**	81.86**	83.62**
R ²	.303	.349	.418	.459	.460	.465

*Sig. at the 0.05 **sig. at the 0.01

reached through previous table the following results: It was statistically proven in the regression model (1/1) that there is a strong positive significant effect for the dimension of powerlessness on defensive silence, while in the model (1/2) there is a strong negative significant effect of the moderated variable (procedural justice * powerlessness) on defensive silence

It was statistically proven in the regression model (1/2) that there is a weak, direct, significant effect of Meaninglessness on defensive silence, but when using procedural justice as a moderated variable in the model (2/2), there is a strong negative significant effect of the moderated variable (procedural justice * Meaninglessness) on defensive silence. It was also statistically proven in the regression model (1/3) that there was a strong positive significant effect of self-estrangement on defensive silence, while the results of the model (3/2) showed a strong negative impact of the moderated variable (procedural justice, self-estrangement) on defensive silence. **Fourth, fourth sub-**

hypothesis, there is a significant effect of using procedural justice as a moderated variable on the relationship between the dimensions of job alienation and diffident silence. The results of the statistical analysis showed what the next table:

Table 13

variables	diffident silence					
	Model (1)			Model (2)		
	Model (1/1)	Model (1/2)	Model (1/3)	Model (2/1)	Model (2/2)	Model (2/3)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
constant	.847**	.774**	.676**	1.23**	1.33**	1.36**
powerlessness	.589**			.276**	.045	.092**
Meaninglessness		.669**		-.096	-.637**	-.093
Self-estrangement			.674**	.588**	-.163	.843
PJ* powerlessness				-.097**		
PJ* Meaninglessness					-.113**	
PJ* Self-estrangement						-.116**
F	208.70**	207.64**	250.00**	95.68**	97.99**	102.32**
R ²	.350	.349	.392	.499	.504	.515

*Sig. at the 0.05 **sig. at the 0.01

The researcher reached through previous table the following results: It was statistically proven in the regression model (1/1) that there is a strong positive significant effect for the dimension of powerlessness over the diffident silence, while in the model (1/2) there is an effect Strong negative significant for the moderated variable (procedural justice • powerlessness) on diffident silence. It was also statistically proven in the regression model (1/2) that there was a strong, direct, significant effect of Meaninglessness on the diffident silence, but when using procedural justice as a moderated variable in the model (2/2), there was a strong negative significant effect of the moderated variable. (Procedural Justice • Meaninglessness) on diffident silence. While it was statistically proven in the regression model (1/3) there is a strong positive significant effect of self-estrangement on diffident silence, as the results of the model (2/3) showed a strong negative significant effect of the moderated variable (procedural justice, self-estrangement). on diffident silence.

Fifth: The fifth sub-hypothesis: There is a significant effect of using procedural justice as a moderated variable on the relationship between the dimensions of job alienation and intellectual silence. The results of the statistical analysis were shown in Table:

Table 15

variables	intellectual silence					
	Model (1)			Model (2)		
	Model (1/1)	Model (1/2)	Model (1/3)	Model (2/1)	Model (2/2)	Model (2/3)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
constant	.757**	.630**	.442**	1.14**	1.26**	1.24**
powerlessness	.605**			.276**	-.043	.092**
Meaninglessness		.707**		-.096	.475**	-.093
Self-estrangement			.744**	.442**	.414**	.843

PJ* powerlessness				-.111**		
PJ* Meaninglessness					-.131**	
PJ* Self-estrangement						-.126**
F	216.72**	299.12**	335.76**	127.57**	133.00**	133.67**
R ²	.358	.435	.464	.570	.580	.581

*Sig. at the 0.05 **sig. at the 0.01

It was statistically proven in the regression model (1/1) that there is a strong positive significant effect for the dimension of powerlessness on intellectual silence, while in model (1/2) there is a strong negative significant effect of the moderated variable (procedural justice * powerlessness) on intellectual silence. It was also statistically proven in the regression model (1/2) that there is a strong positive significant effect The Meaninglessness on intellectual silence, but when using procedural justice as a moderated variable in the model (2/2), there was a strong negative significant effect of the moderated variable (procedural justice * Meaninglessness) on intellectual silence. While it was statistically proven in the regression model (1/3) there is a strong positive significant effect of self-estrangement on intellectual silence, while the results of the model (3/2) showed a strong negative significant effect of the modified variable (procedural justice * Self-estrangement) On intellectual silence.

Sixth: The sixth sub-hypothesis “there is a significant effect of using procedural justice as a moderated variable on the relationship between the dimensions of job alienation and disengaged silence.” The results of the statistical analysis showed what next table:

Table 16

variables	disengaged silence					
	Model (1)			Model (2)		
	Model (1/1)	Model (1/2)	Model (1/3)	Model (2/1)	Model (2/2)	Model (2/3)
	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)	β (sig.)
constant	.925**	.725**	.480**	1.27**	1.38**	1.37**
powerlessness	.580**			.276**	.266	-.130
Meaninglessness		.709**		-.096	..006	-.016
Self-estrangement			.767**	.442**	.563**	.964**
PJ* powerlessness				-.116**		
PJ* Meaninglessness					-.135**	
PJ* Self-estrangement						-.131**
F	161.06**	247.16**	302.81**	108.77**	116.64**	113.43**
R ²	.293	.389	.438	.531	.537	.541

*Sig. at the 0.05 **sig. at the 0.01

It was statistically proven in the regression model (1/1) that there is a strong positive significant effect of the dimension of powerlessness on disengaged silence, while in the model (1/2) there is a strong negative significant effect of the moderated variable (procedural justice * powerlessness) on disengaged silence. It was statistically proven in the regression model (1/2) that there is a strong positive significant effect of the Meaninglessness on disengaged silence, but when using procedural justice as a moderated variable in the model (2/2), there is a strong negative significant effect of the moderated variable (procedural justice • Meaninglessness) on disengaged silence. It was statistically proven in the regression model (1/3) that there was a strong positive significant effect. of Self-

estrangement on the disengaged silence, as the results of the model (2/3) showed a strong negative significant effect of the moderated variable (procedural justice “self-estrangement) on the disengaged silence.

5- Discussion and results:

It has been statistically proven that there is a strong positive significant effect of powerlessness, Meaninglessness, and Self-estrangement on deviant silence. His low ability to express himself, and consequently, the inability to communicate with his colleagues at work, and the inability to express his opinions and ideas. It has also been statistically proven that there is a strong negative significant effect of powerlessness, Meaninglessness, and Self-estrangement on the relational silence, while it has been statistically proven that there is a strong positive significant effect of the dimension of powerlessness, Meaninglessness, and Self-estrangement on defensive silence, and the presence of a strong positive significant effect for the dimension powerlessness, Meaninglessness, and Self-estrangement on diffident silence, while the results indicated a strong positive significant effect of powerlessness, Meaninglessness, and Self-estrangement on intellectual silence. These results are in conjunction with the study (.Valikhani, M. et al) in 2015 that the employee’s feeling of alienation in the organization in which he works comes as a result of the poor interaction between him and each of the organization with its structure, work environment, and the supervision style followed by the organization, so the employee feels that the organization has not It is considered a suitable place for him, which leads to a decrease in his affiliation and loyalty, and this feeling of his negatively affects his focus, capabilities, commitment and contact with the organization. Career, Organizational Identity, and Organizational Commitment (Dagli,A..et al.,2017).

The results also showed a strong positive, significant effect of the dimension of powerlessness, Meaninglessness, and Self-estrangement on disengaged silence, and this means that whenever the nurse feels job alienation and isolation from work, this increases the disengaged silence as he feels withdrawing from work activities and feeling the incompatibility of his identity from work. The identity of the organization. It is preferable to remain silent, in agreement with the study (.Madlock.Pet al) in 2011, and the study of (.Pelit, E.,et al) in the year 2015. Which proved the existence of a strong directive and significant effect of job alienation on organizational silence. Based on these results, it is clear that the first hypothesis of the study is confirmed, which is that there is a significant effect of the dimensions of job alienation (powerlessness, Meaninglessness, and Self-estrangement) on the dimensions of organizational silence (deviant silence, relational silence, defensive silence, diffident silence, intellectual Silence, disengaged silence) for employees in government hospitals in the governorate Damietta.

first hypothesis of the study is confirmed, which is that **“there is a significant effect of the dimensions of job alienation (Powerlessness, Meaninglessness, Self-estrangement) on the dimensions of organizational silence (deviant silence, relational silence, defensive silence, diffident silence, intellectual Silence, disengaged silence) between employees in government hospitals in Damietta Governorate**

The results also showed a strong negative significant effect of procedural justice on (deviant silence, relational silence, defensive silence, diffident silence, intellectual silence, and disengaged silence), and the presence of a strong extrusive significant effect of procedural justice on relational silence, and from the above it was clear that there is a strong negative significant effect of procedural justice on organizational silence, in agreement with the study of (Tangirala et al in 2008), which

indicated that When procedural justice increases, this leads to a decrease silence, and also (Youssef,2014) which states that in the absence of procedural justice, the probability of facing the effects not related to speaking increases, and thus leads to the employee's preference for the option of silence for fear of negative consequences associated with speaking, and based on Based on the above, the validity of the second hypothesis was reached, which is that **“there is a significant effect of procedural justice on the dimensions of organizational silence between employees in government hospitals in Damietta Governorate.”**

The results also showed a strong negative significant effect of the moderated variable (procedural justice * powerlessness) on each of (deviant silence, relational silence, defensive silence, diffident silence, intellectual Silence, disengaged silence). The results also showed a strong negative significant effect of the moderated variable (procedural justice * meaninglessness) on (deviant silence, relational silence, defensive silence, diffident silence, intellectual Silence, disengaged silence), while the results showed a strong negative significant effect of the moderated variable (procedural justice - self-estrangement) on (deviant silence, defensive silence) It is clear from the previous results that the role of procedural justice as a moderated variable in the relationship between job alienation and organizational silence, as it moderated the relationship of the independent to the dependent according to the study of Baron and Kenny in 1986. Based on the foregoing, it was reached The validity of the third hypothesis, which is represented in: **“There is a significant effect of using procedural justice as a moderated variable on the relationship between the dimensions of job alienation (Powerlessness, Meaninglessness, Self-estrangement) on the dimensions of organizational silence (deviant silence, relational silence, defensive silence, diffident silence, intellectual Silence, disengaged silence) between employees in government hospitals in Damietta Governorate.**

6- Recommendations:

Through the previous results, the researchers developed an action plan and the mechanisms for its implementation as follows:

(1) Enhancing procedural justice and working to raise its rank in government hospitals, and this is implemented through: ensuring objectivity and logic, taking the nurses' opinion when making organizational decisions, building decisions on sufficient, complete and accurate information, and adopting ethical standards when making those decisions, as well as applying Administrative decisions, rules, and regulations for all nurses without exception, and the adoption of the principle of openness and frankness by the administration towards the nurses in their decisions, and the amendment of decisions that have been proven correct.

(2) Discussing decisions with workers before they are issued by officials, and this is implemented through: Holding periodic meetings for workers to discuss work-related decisions before making them.

(3) Strengthening the policy of open door between management and workers, and this is implemented through: Opening channels of communication for subordinates to communicate their ideas to their superiors through periodic meetings and suggestion boxes

(4) The administration and managers' interest in evaluating workers and motivating them financially and morally, and this is implemented through: Providing incentives and rewards for pioneering ideas that contribute to developing solutions to problems organizational.

Future research: directing upcoming research to study other variables that were not covered by the study as follows:

(1) The current study was conducted on government hospitals in Damietta Governorate, and the

researchers expect that its application to other sectors may affect the research variables and the relationship between them, so the researchers suggest applying the current study to sectors Others such as service directorates Damietta Governorate.

(2) The researchers relied on the use of the moderated variable, which is procedural justice only, without other dimensions of organizational justice. Therefore, the researcher suggests studying other dimensions of justice (distributive, evaluative, information, moral) as a moderated variable on the relationship between job alienation. and organizational silence.

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التأثير الوسيط للعدالة التنظيمية على العلاقة بين الاغتراب الوظيفي والصمت التنظيمي: دراسة تطبيقية على المستشفيات الحكومية بدمياط

غادة ياسر صابر السيد¹

¹ كلية التجارة، جامعة المنصورة، المنصورة 35516، مصر

المخلص: تهدف هذه الدراسة إلى معرفة أثر العدالة التنظيمية كوسيط في العلاقة بين اغتراب الوظيفي والصمت التنظيمي، وقد تم تطبيقها على عينة قوامها (304) معدل استجابة (98%) من الممرضات في المستشفيات الحكومية بدمياط، وتم صياغة مجموعة من الفرضيات. وللتحقق من صحة هذه الفرضيات لتحقيق أهداف الدراسة. اعتمد الباحث على أسلوب تحليل الانحدار المتعدد باستخدام برنامج **SPSS**. وأظهرت الدراسة نتائج مثيرة للاهتمام وأكدت التأثير الإيجابي لأبعاد الاغتراب الوظيفي على أبعاد الصمت التنظيمي باستثناء الصمت العلائقي، النتائج كما أظهرت التأثير السلبي للعدالة الإجرائية على أبعاد الصمت التنظيمي باستثناء الصمت العلائقي، وأظهرت النتائج أيضاً التأثير المعتدل للعدالة التنظيمية على العلاقة بين اغتراب الموظف والصمت التنظيمي.

الكلمات الافتتاحية: الاغتراب الوظيفي؛ الصمت التنظيمي؛ العدالة الإجرائية.