# ALIENATED ORGANIZATIONS VERSUS WISE ORGANIZATIONS, A NEW PANORAMA ORGANIZATIONS

**Muhammad Wasim Akram**
*Faculty of Management, Universiti Teknologi Malaysia, Johor, Malaysia*
**Kamariah Ismail (PhD)**
*Director – UTMTEC, Universiti Teknologi Malaysia, Johor, Malaysia*
*Corresponding Email:* m-maria@utm.my
**Shahram Gilaninia (PhD)**
*Associate professor Department of Industrial Management, Islamic Azad University Rasht Branch, Rasht Iran*

**Abstract**

This paper will follow other purposes along with first fundamental purpose that including a comparison of the features of alienation organizations and learning organizations because through this comparison becomes easier to understand the organizational metaphor presented and at the same time will be a broad framework for future research. The research method has been descriptive survey and method of data collection has been taking notes and direct observation of the author during 24 years of close scientific and operational activities. The results of this study show that such organizations exist and degree of alienation can be measured.by checking the distance from the existential philosophy of the organization in any systems.

**Keywords:** Alienated Organizations, Learning Organizations, Organizational Metaphor, Existential Philosophy of Organizations

## 1- Introduction

Many scientists of the organization and management believe that organizations in the world today are undeniable phenomenon. Organizations constitute framework of communities and form through surrounding world and existing relationships. Although organizations established and organized in various forms and based on different targets but without a doubt, all of them are guided based on the physical and mental efforts of human resources that is considered its main pillars. Hence it can say that human resources are the most important asset of any organization (hooman, 2002). Based on the success of organizations and workplaces depends entirely on the efficient use of human resources based on behavioral sciences and this is a problem that engaged increasingly supervisors, managers and practitioners of work and organization. Alienation of job is one of the most important factors that endanger mental and physical health of employees seriously in organizations.

Alienation is one of the important results and significant of unsuccessful socialization at the Individual level and the undesirable socialization and inefficient at the level of institutions and organizations which represents the dismissal of individual from system of beliefs, values, norms and action patterns of organizational goals and collective expectations (zaki, 2009). Human alienation includes a state of psychological separation that extends in the image of oneself and social communication both within and outside workplace. Human alienation is a

psychological state and its occurrence due to elements of futility, alienation from society, anomie, disability, dislike of work and social isolation (Mehdad, 2010) can dominated all aspects of individual and organizational spirit belonging to it, and the birth of alienation organization begins from here. This means that rather than focusing on the individual should be considered to commitment of the organization's founders or senior managers to its mission. Accordingly, in the field of the extensive development that every day in a global level and follow it within our country achieves in order to increase productivity of organization, attention to psychological dimensions of employees seems irrefutable necessity. In opinion of Hirschfeild & Field (2000) alienation in samples and different cultures is related to negative efficiency consequences at the level of organization staff. Research of tabrizi, zanjani, taleghani (2011) showed that alienation has direct impact on the amount of employees' effort and their desire to remain in the organization. Mehdad (2010) states that alienated employees are as organization victims that in these organizations, people have simple jobs, repetitive, unimportant and without authority and in other words are lack of job characteristics such as skill variety (such that doing monotonous and repetitive tasks can be turned humans into beads without feeling and emotion), task identity (so that the person does not see the result of his work), the importance of the task (that person never realized the importance and role of jobs and their activities in their lives and well-being of the people), optional (so that person has no independence and no freedom in scheduling and planning their business activities) and feedback (so that employees do not have any information regarding the effectiveness of their job performance).

In the present paper focus on the organization rather than the individual and according to lack of theoretical foundations in the field of alienation organization, in research background is presented studies related to learning organizations and the concept of job alienation. In fact, this paper seeks to introduce a new metaphor to the world of management because researchers explore necessary of this fact in the future. The author by focusing on the existential philosophy of creating an organization and its vision and mission has been able to discover a meaning for new metaphors so that the output of this research, meanwhile, showing process of beginning and end of alienation organization in the form of standardized questionnaires and self-made, will open the way to measure alienation organization and finally a four-part graph learning organizations and alienation organization is the end of the article to introduce this new metaphor and confidently be said that it will be initiating in-depth studies of areas of management.

## 2. Background of Research

Research of Nair & Vohara (2010) about factors predicting work alienation of knowledge workers show that the lack of a comprehensive framework for understanding work alienation and awareness of employees as well as lack of factors such as structural elements about the concentration and formalization and desired job features such as (independence, diversity, feedback) is lead to work alienation of employees in an organization. This study showed that alienated employees are a risk for organizations and one in five administrative personnel suffered from work alienation. Research of Seyfettin, Camcesme, Adnan, & Ramazan (2010) with purpose of study relationship between organizational injustice and work alienation shows that there is significant relationship between distributive justice and procedural justice as an indicator of perceptions of organizational justice with work alienation. Research of Costas & Fleming (2009) in relation to the effect of work alienation in organizations showed that there is a significant relationship between work alienation and centralizing as an indicator of the organization structure. charash & spoker (2001) when a person perceive that distribution of enterprise resource is unfair, this injustice is affected one's feelings (such as

the desire for violence, satisfaction, sense of pride or guilt), cognitions (eg input and output distorted understanding of his and others) and finally his behavior (eg, performance or alienation from work or leaving jobs ). To understand the concept of alienation organization attention to the concept and theoretical framework presented in figure (1) can be greatly guide.
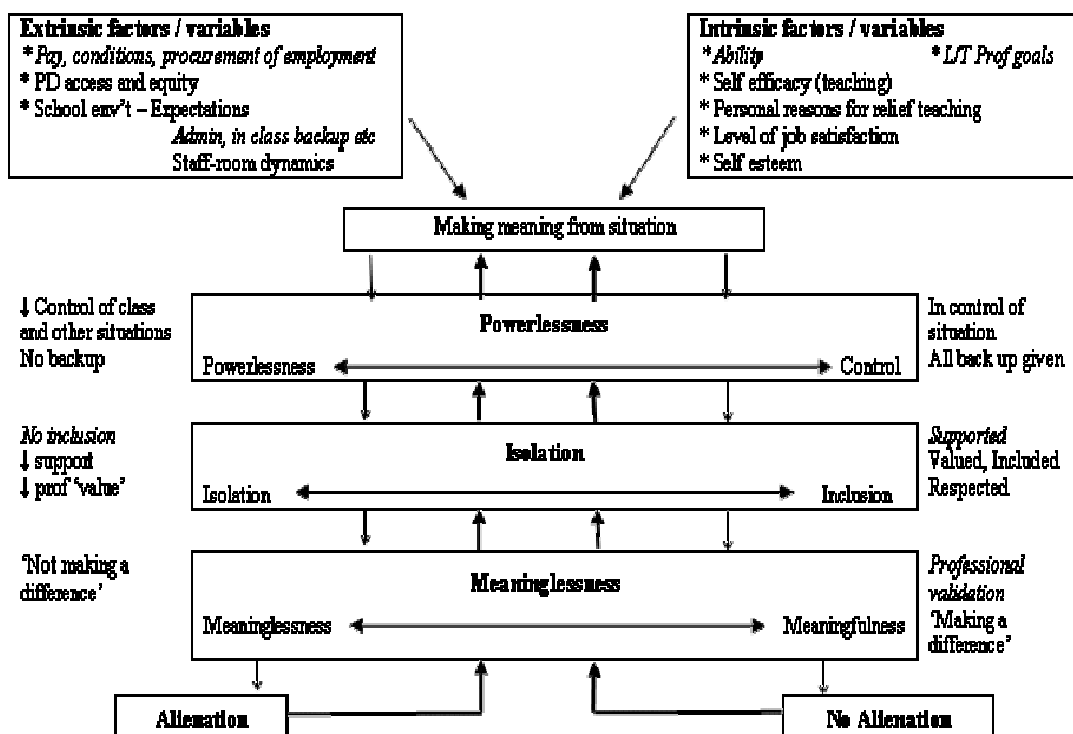


Figure 1: Psychological model showing process of alienation / non-alienation among WA relief teachers Adapted from Carlson (1995) & Finn (1989)

In addition, in the current changing world learning means to recognize and adapt to the increasing pace of change. In such circumstances, organizations such as persons should adapt faster and better themselves with this changing environment otherwise they fail. In opinion of Arieh Degas (1988) in current conditions, learning is the only sustainable competitive advantage. So organizations are more successful that learn sooner, faster and better than competitors and show this learning and teaching in process of their business. For this reason, in recent years, organizational learning and learning organization is raised as new paradigm of an organization and have grown dramatically. Approach of the organization as a learning system is related to the early twentieth century. Before the twentieth century organizational paradigm had often form of command and control. This form of organization was known the form of multi-dimensional.

 Professionalism and efficiency were two important features of traditional organizations (James  2003). In the mid-twentieth century and by introducing the concept of organizational learning by a number of theorists such as morality, March and Simon, "was created this belief that laws and regulations in an organization reflects the organizational learning processes for matching the organization with the external environment" (Yeung et al. 1999). In such

circumstances, organizations are thinking of reforming their laws and regulations in order to adapt to the changing environment. These organizations dealing with a changing environment of the 21st century such as globalization, customer-oriented and information technology were transformed from M-Form mode to L Form, or in other words, learning organization (James, 2003). These organizations are more transformations rather than being adaptive.

In such organizations all members are encouraged to discover, exploit, transfer of knowledge, promotion of collective learning and capacity development to create future. Ideals, values and mental models are considered as a new approach of encompassing organizations (learning), while this approach in the traditional organization is management, organizing and control (Senge, 1990). So from the midtwentieth century with the introduction of the concept of organizational learning, organizations began the process of becoming learning organizations. Although the learning organization model was developed initially for industrial organization (Senge, 1990) but in general educational organizations and universities also were not immune to environmental changes and were forced to adapt their environment to survive and grow and develop. According to the opinion proposed it is possible that if not directed learning towards proper, enhance learning won't increase organizational performance. However, in general, organizational learning has positive impact on the performance and change the behavior of members of the organization (Baker and Sinkula, 1999).

Another point is that in several studies to measure the performance used quantitative data and some of them used qualitative data. Bahatangar (2006) in investigating the relationship between organizational learning and performance in public sector companies, private and multinational has used quantitative indicators of return on investment and financial benefit. Some believe that adapting to change and generative learning (which leads to organizational innovation) is considered performance of a learning organization (Fiol and Lyles, 1985; Senge, 1990).

Organizational learning is dynamic process of knowledge that flows from the individual level to a group and organizational and vice versa. But in opinion of author, "alienation of organization is a process from top to bottom and whenever organization be away from existential philosophy and ideals of its primary ideals, this event will be lead to alienation general of the organization, means organization, group or individual" (Gomez et al, 2005). Different divisions of the organizational learning process are provided.

What is common in all these divisions, is that knowledge is produced in somewhere organization and then, during a special process in the organization will distributed and used. By totaling and integration of the different views presented in this study, three stages of knowledge creation and acquisition of knowledge, dissemination and sharing of knowledge and application of knowledge have considered as processes of organizational learning. So, it can be said that organizational learning is a dynamic factor of knowledge including creation and knowledge acquisition, dissemination and sharing of knowledge and application of knowledge (Morales et al, 2006). Leadership is vision of influence process consciously in individuals or groups to create change in current status and functions of the organization as a whole (Bass, 1997). The leaders transform entire organization through the behavior and actions, in terms of author of the article should be answered this question "if the organization's leaders have forgotten the mission of organization, what will happen?"

They notify members with the goals and mission that isn't line with organization mission and encourage them (the employees) to think beyond individual interests, contrary to the organization's core mission. In opinion of Bass (1997) leadership has four basic dimensions including idealized influence, inspirational motivation, intellectual stimulation and individual considerations. Pham and William (2006) have pointed to two types of learning performance Including tool performance and conceptual performance. Studies show that knowledge

management and organizational learning have significant positive relationship and in addition, firm age and size of the company have the role of mediator between the structure of the model (Hui, Jenatabadi & Radu, 2013). A democratic leadership style consistent with organizational policies can lead to increase organizational learning which ultimately leads to innovation and customer satisfaction (Saleem, us Saqib, & Zahra, 2015). Everyday knowledge, organizational learning and innovation increasingly play vital role in operational success of social organizations. In a complex society, organizational learning is required for continuous improvement of organization. However, it is most limited by subjects, policies and structures of the organization. Overlooking the main mission of the organization is one of these deterrents, isn't it? (Thornton, Ewing-Taylor & Usinger, 2016).

Organizational learning has a significant impact on the global attitude, while motivation and competence have not such influence over the global attitude. This means that increasing organizational learning leads to increase global thinking of employees (Amin & Claudia, 2016). Although the concept of learning organization focuses on individual learning and personal improvement, organizational learning is more than the sum of individual learning of people in the organization. This indicates that individual learning can only be effective when is in interfering with the learning of other members of the organization and members learn together and gradually grow in order to create new solutions (Chebet & Rotich, 2015). Organizational learning capacity has a significant positive correlation with the behavior of innovative work and distribution of justice in the organization. In other words, organizational learning capacity is entirely mediator of relationship between innovative behavior and distributive justice (Gozukara & Yildirim, 2016).

Acceptance of organizational learning and knowledge management has helped to orientation of organizational research toward in the form of questions and answers for the processes to create the expertise, use of knowledge and learning in order to improve its performance (Resort, Sandberg, Rouleau, Langley, Tsoukas, Collins, Peteraf, 2015).

There are four levels in a learning organization:

A) The individual level: it is made the two dimensions of organizational learning, means continuous learning and negotiations and inquiry.

B) The level of team or group: it is reflected by teamwork learning and cooperation;

C) The organizational level: it has two dimensions of organizational learning means system embedded and empowerment.

D) At the global level: it consists of two dimensions of organizational learning means connection of systems and strategic leadership. This framework makes clear that in order to move to the target and the desired result, an organization needs to working with people in level of individual and group as well as the creation of facilitator structures for support and training (Leufvén, Vitrakoti, Bergström & Målqvist, 2015). Also organization alienation be identify and analyze in the third level of these levels and the author focuses on the mission and philosophy of organizations. Organizational learning significantly affected the organizational performance. This claim is strengthened when organization continue to invest in education. The level of higher learning can provide better service levels of contributors to each other and its result will be improvement of performance (Latif & Baloch, 2015).

Also Elliott (2012) in figure (2) the structure and components of a learning organization that is scheduled based on its mission or existential philosophy show along with transition from the features of traditional organizations.
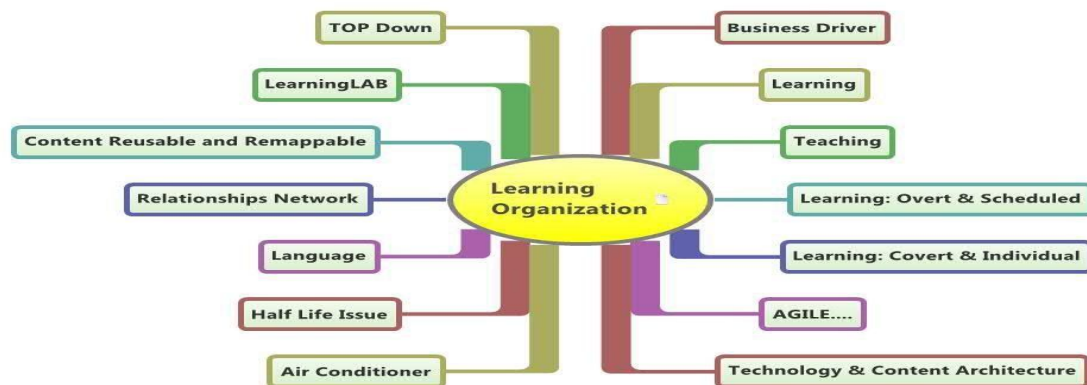
Figure (2) the process of moving traditional organization to Learning Organization (Elliott, Masie, 2012)

Although figure (1) also does not show directly process of alienation organization but can create basis to develop and provide a framework to illustrate more clearly to understand organization alienated that is based on the organization's mission or existential philosophy.

### 2-1- Organization's Mission as the Centerpiece of Alienation Organization

In opinion of Peter Drucker, Business of an organization is not defined with name of an organization and or its statute, but is defined by its mission. He adds that only a clear definition of the mission and purpose of the organization is that it made possible to achieve realistic goals and affects its success and failure. In opinion of John McCain, "the ideal of an organization centralize and guides its business of organization in order to improve performance. In a proverb states:" place where there is no ideal, people in an organization is destroyed" or in the more general case, where is not ideal, organizational resources are wasted. In belief of John W. Tytz, the task of strategists is that the organization see as it should be, not what it is (David, 1997). Because the organization should be as that mission and vision of it has determined and any changes including use of the principles of a learning organization in the organization that has forgotten its mission in fact, will act like rifle with tilt tube. In such circumstances, however trying to handled carefully result will be further away from target.

Most scholars of strategic management have cited to identify the various aspects of an organization's mission and its impact on other stages of planning and strategic management. In this paper, given the importance of this subject and its direct relationship with the metaphor of alienation organization, has described it. The organization's mission is as purpose, or existential philosophy of it (Hunger, 1996). The mission of an organization is unique purpose of creating an organization that has separated it from other organizations and clarifies the scope of the organization's activities (Pearce-1994). Most organizations write policy objectives and existential philosophy of the organization in mission statement or statement of purpose (Saloner-2001). In fact, the mission of an organization is a string that other concepts and activities of the organization attached to it and according to it, directing activities of the organization be done more effective (Ansoff,1988). In other words, the mission of an organization shows the framework of its activities. If the mission of the organization is properly designed, it will lead to a success and if is determined wrong, it will lead to a failure. Therefore, failure to determine the mission and the commitment of founders and senior managers cause failure of an organization and competitors have not play role in this failure and do not have damage (Sherman, 1993).

**2-2- Concept of Mission Statement**

According to what was said, mission statement has been unique and fundamental purpose of forming an organization that separates an organization from other organizations. In mission statement is shown scope of organization's activities in the supply of products and activities in different markets (Hunger, 1996). Mission statement is stating the purpose of creating an organization as stable and lasting that separates the business of an organization from similar organizations (David, 1997).

The mission statement is to describe the purpose of the organization that specifies the tasks of organization in its environment (Kotler, 1994). Mission statement shows purpose of forming an organization and orientation of applicable programs to achieve it (Mason, 1993). Some organizations act to provide mission statement and statement of enterprise vision. The mission statement answers this question that "what is business of organization?" and the organization's vision statement answers this question that "what will an organization be" or "where would it achieve? (David, 1997). It is better that organization's mission is prepared with regard its vision. The vision of an organization is unattainable dream (Kotler, 1994). In other words, mission statement is development of management ideals regarding the nature of the business and future plans for its activities (Mason, 1993).

In opinion of Saloner, the definition of values, vision and mission of an organization is necessary to develop strategies and sometimes their distinctions with the strategy are unclear (Saloner, 2001). Design of strategy requires an understanding of the company and the industry's future and vision statements is to describe the mental image of organization leaders and to explain the gap between the current state and potential future. The vision of an organization is future vision of organization. The vision of an organization should illustrate future of realistic, incredibly, attractive for organizations.

**2-3 the importance of the mission in introduction of alienation organization**

The mission of an organization is immeasurable description of the goals, attitudes and trends and any organization needs to determine its mission for the following reasons:
-    Ensuring consensus about the intention of the organization
-    Motivation in human resources of the organization
-    Determination of a framework for the allocation of resources
-    Limiting the scope of activities of the organization
-    To facilitate targeting and determining the framework for the responsibilities and duties
-    Determining a framework for assessment and control (Pearce, 1994)

Also, according to Saloner, tasks of an organization's mission statement is as follows: (saloner, 2001)
-    Clarify objectives.
-    Reduction in activities contrary to the intention of the organization.
-    Compatibility between the views of the organization leaders with the strategy of the organization.
-    State values, vision and intention and policy objectives of organization for people, institutions and external organizations
-    State the company's capabilities and value to influence on customers, suppliers and employees.
-

**2-4- Position of mission in management model**

In the majority of management patterns, the mission of an organization is one of basic elements of the pattern and a prerequisite for other stages of the management and planning in the organization. Given items listed the audiences of this paper are readily find that the

primary comparison key of a learning organization with alienation organization is focus on the existential philosophy and vision of the organization that in part of conceptual analysis using right charts will be exhibited path and a process of alienation organization.

### 3. Research Methodology

As it can be inferred from objective stated in the introduction of paper, type of study is a concept and considering the arguments presented, the method of study is descriptive-analytic and to collect environmental data of organization is used direct observation and to study literature review is used method of library and note-taking tool. As a result of combination of these two methods has been providing a new metaphor of organization called alienation organization. The researcher has tried that reliability and validity of research increase through the Delphi technique and multi-stage screening. Given that so far there was not a metaphor of alienation organization in management literature, Introduction of this metaphor will justified innovation in the article completely.

### 4- Alienated organization and its initial definition (Author)

Alienated organization is organization that the founders and over time top managers according to various reasons have forgotten the main reason for the emergence of it. Although they speak from mission in statement of the organization but follow other vision in practice and are not commitment to the basic principles and their fundamental ideals. Author during 24 years of work and presence and observe and record of these changes, has seen many organizations that clearly have distanced from its original mission and have alienated. Accordingly, most employees have suffered from its adverse consequences in different ways and also suffer from it now. Such as non-profit organizations with the same mission and name that act purely profit. Private sector organizations such as hospitals and others systems.

### 5 - Conceptual Tools to Measure Organizational Alienation

In this part of the paper, the author design the alienated organization's questionnaire using the options considered (Saloner, 2001) in the field of what reveals commitment to the mission of the organization. Measurement scale is the 5-point Likert scale and validity and reliability is certified using the Delphi technique by experts and professors of management at confidence level of 90% and is completed with review of 30 questionnaires and applying the proposed changes made questionnaire have been standardized.

However it is expected that future researchers with their field research in the field of management measure the validity and reliability accurately and test the reliability of it.

It should be noted that this questionnaire include five key questions after standardization and because it is in relation with the organization's philosophy, should complete by the founders, the original owners or top managers of organizations with honesty.

Subsequently a questionnaire is presented in table (1) and also will be introduced how to extract data and analysis (Questions have been raised deliberately in positive concept, means in the first phase, the questionnaire will measure the degree of organizational awareness and using amendment and calculation of ratio will be the ultimate measure the percentage of organizational alienation)

**Table (1) questionnaire of organizational alienation**

| Numerical value for each question $SQ_i$ | Very high 5 | High 4 | Medium 3 | low 2 | Very low 1 | Questions |
|---|---|---|---|---|---|---|
| **SQ1** | | | | | | Q1 In your opinion, to what extent current goals of the organization are consistent with its primary mission in this company. |
| **SQ2** | | | | | | Q2 In your opinion, to what extent main activities contrary to the mission of the organization has decreased. |
| **SQ3** | | | | | | **Q3** In your opinion, to what extent there is correspondence between the views of the leaders of the organization with the strategy of the organization. |
| **SQ4** | | | | | | **Q4** In your opinion, to what extent the mission and basic ideals by Organization be announced to external organizations and individuals and institutions. |
| **SQ5** | | | | | | **Q5** In your opinion, to what extent the initial values of organization and its ability is announced to influence Competitors, customers, suppliers and employees. |
| Total value Questionnaire = SOQi **Sum of SQi** | | | | | | **Mean of organization Self Awareness value in questionnaire** *Av* **SOQi = SOQi /5** |

How to use and apply this questionnaire to obtain the status of organization in terms of alienation is explained in the following steps:

1. In the first step after completing each questionnaire and calculating mean of value that is shown in table (1) with the following equation. Operations will be transferred to the second step:

| | |
|---|---|
| **AvSOQi = SOQi /5** | **Eq...1** |

2- In the second step by sum of the mean values (AvSOQi) of all of questionnaires and divided the sum on the number of questionnaires can be obtained self-aware of organization values (keep in mind that questions in the questionnaire is presented positively and actually were questioned self-aware of organization). According to equation (2)

| | |
|---|---|
| *Sum*) **AvSOQi** ( */n* =OAVSQ i | **Eq...2** |

1. In the second step with combination of amendment and method of calculating the ratios will be extracted equation or ultimate relation that shows the percent of alienation organization. In equation or relation (3) can easily determine percent of alienation organizations (keep in mind that the maximum points on Likert scale is 5 point). This relation is as follows:

| | |
|---|---|
| {    *1- (*OAVSQ i  */5)* {  * *  *100*  Percent of alienation organization | **Eq...3** |
| { 1-(3/5) }*100=1-%60 =% 40                     example | **Eq...4** |

To understand how distribution form of alienation organizations percent through simple simulation and innovative Chart (1) show **radar** chart of development of this type of organization beautifully.



PA =**Percent alienation organizatio**

Figure (3) Radar chart of different levels of alienation organization

In figure (3) zero point means complete commitment of organization to its mission and existential philosophy while shows alienation organization totally.

The final question that will come to mind of readers is: what is role of learning organizations versus alienation organizations? Can a learning organization that all of (the five principles of

Senge, 1996) has used in order to progress of their organization be an alienation organization? Or at least does experience the amount of features of alienation organization? Author by relying on their academic studies and field experience have been led to this answer that the answer to these questions is positive. Even if learning organizations are also away from their mission and move with full force, this question remains what direction and to what purpose proceed? If such organizations don't trying in their goals and objectives in line with its existential philosophy are learning organizations, not self-aware organizations and there is a huge difference between these two paradigms that are outside the scope of this article. Figure (3) display state of simply alienation organizations and learning organizations. Result of this interaction will be self-aware organizations that need to perform many studies.

**PAO =Percent of alienation organization low High**

| High Percent of Organizational learning =POL | 2- Self-aware organizations | 4- Dynamic alienated organizations |
|---|---|---|
| low | 1- Traditional static organization | 3- Alienated organizations |

Figure (4) interaction of **alienated** organizations and **wise** organizations

According to figure 4, four modes can be occurred in the interaction of the learning or wise organization that figure marked with numbers 1 to 4 and will be as follows:

1- Organizations with percentage of low learning and percentage of away from the organization's mission of this type of organization are called as traditional static organizations (Author).

2- Organizations with a low percentage of alienation and very high percentage of learning which have been named as self-aware organizations and wise.

3. Organizations with high percentage of alienation in are close to the last wave of chart 1 Radar and with the percentage of low organizational learning that introduced as alienation organization.

4. Organizations with high percentage of alienation and very high learning that introduced as dynamic alienation organization. More studies will be given to future researchers.

**Conclusions and Recommendations**

In opinion of Peter Drucker, business of an organization is not defined with name of an organization and or its statute, but is defined by its mission. He adds that only a clear definition of the mission and purpose of the organization is that it made possible to achieve realistic goals and affects its success and failure. In opinion of John McCain, "the ideal of an organization centralize and guides its business of organization in order to improve performance. In a proverb states:" place where there is no ideal, people in an organization is destroyed" or in the more general case, where is not ideal, organizational resources are wasted.

In belief of John W. Tytz, "the task of strategists is that the organization see as it should be, not what it is "(David, 1997).

Because the organization should be as that mission and vision of it has determined and any changes including use of the principles of a learning organization in the organization that has forgotten its mission in fact, will act like rifle with Tilt tube".

In such circumstances, however trying to handled carefully result will be further away from target.

According to comments provided and achieving conceptual tools discussed in this article, the results show that alienation organization is the fact that there have been from form of the first organization and has been neglected for some reason that is not known for researcher.

Perhaps the most important reason be extremism in studies related to individuals and groups. Result of this manuscript is the introduction of new main metaphors of alienation organizations, and in its subsidiary form is synthesis of learning organizations and alienation organizations that have created three new organizational metaphors including traditional static organization, the conscious or wise and dynamic alienation organization as shown in figure 3.

The most important propose of author to researchers from various fields of social sciences especially management is that actively has explore new concepts presented and from one-dimensional approach of social studies lead to researches of 360 degree.

## References

Aiken, M., & Hage, J., (2001). Relationship of centralization to other structural properties. *Administrative Science Quarterly*, 12(1), 72-92.

Amin, G., & Claudia, G. (2016). The Effect of Motivation, Competency and Organizational Learning towards Global Mindset (Study of PUC Employees on Competitive in AFTA 2015).

Ansoff ,H .I,(1988), "The New Corporate Strategy " , New York, John Wiley & Sons.

Banai, M., & Reisel, W.. (2007). The influence of supportive leadership and job characteristics on work alienation. A six country investigation. *Journal of Work Business*, Vol. 42, 463 – 476.

Banai, M., & Teng, B.S. (1996). Comparing job characteristics, leadership style and alienation in Russia. *Journal of International Management,* 2, 359- 224.

Banai, M., Reisel, W., & Probest, T.M. (2004). A managerial and personal control model: predictions of work alienation and organizational commitment in Hungary. *Journal of International Management*, 10(2), 375 – 392.

Boeree, L., (2001). Alienation in the organization. *Journal of Occupational Psychology*, 49, 193-202.

Camerino, D., Conway, P.M., & Heijden, V. (2005). The role of job alienation in work ability deterioration and unhealthy ageing. In Assessment and Promotion of Work Ability, Health and Well- being of Aging Workers (Costa G., Goedhard J.A. & Ilmarinen J., eds), Elsevier, The Netherlands, 61–66.

Chebet, W. T., & Rotich, J. K. (2015).behavior modification and organizational development: Revisiting the theories of learninig.

Cohen- Charash, Y. & Spector, P. E. (2001). The role of justice in organizations: a Meta analysis. *Organizational Behavior and Human Decision Processes*, 86, 278-321.

Costas, J. & Fleming, P. (2009). Beyond Dis-identification: Towards a Discursive Approach to Self-Alienation in Contemporary Organizations. *Human Relations*, 62 (3), 353-378

David Fred R (1997)"Strategic Management  , Prentice Hall International ,Inc.

Drucker, P. (1993). *Post-Capitalist Society*. New York: Harper Collins. Nonaka, I kujiro. 1994. A Dynamic Theory of Organizational Knowledge Creation. Organization Science, vol. 5, no.1: 14-37

*European Journal of Psychological Research Vol, 2*(1).

Gozukara, I, & Yildirim, O. (2016). Exploring the link between Distributive Justice and Innovative Behavior: Organizational Learning Capacity as a Mediator. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 6*(2), 61-75.

Hackman, J.R., & Oldham, G.R. (1976). Development of a job diagnostic survey. *Journal of Applied Psychology*, 60, 159-170.

Hirschfeild, R., & Feild, H.S., (2000). Work centrality and work alienation: distinct aspects of a general commitment to work. *Journal of Organizational Behavior*, Vol. 21, 789- 800.

Hui, H., Jenatabadi, H. S., & Radu, S. (2013).*Knowledge Management and Organizational Learning in Food Manufacturing Industry.* Paper presented at the International Conference on Economic, Finance and Management Outlooks (ICEFMO 2013). October 5-6 2013, Kuala Lumpur, Malaysia.

Hunger , D . J and Wheelen  T . L (1996) , "Strategic Management" , Addison-Wesley Publishing Company.

Kotler, P, and Armstrong, G (1994) , "Principles of Marketing" , Prentice -Hall,Inc.

Latif, F., & Baloch, Q. B. (2015). An Investigation into the Linkage between Organizational Learning, Internal Service Quality (ISQ) and Organizational Performance. *Pakistan Journal of Social Sciences (PJSS), 35*(2), 785-797.

Leufvén, M., Vitrakoti, R., Bergström, A., Kc, A., & Målqvist, M. (2015). Dimensions of Learning Organizations Questionnaire (DLOQ) in a low-resource health care setting in Nepal. *Health Research Policy and Systems, 13*(1), 6.

Mason,J .B , and Ezell ,H.F , (1993) , "Marketing Management" , Macmillan Publishing Company.

McGinnis , Vern , (November-December (1981) , "The Mission Statement: A Key Step in Strategic Planning" , Business 31, No, 6.

Mitchell, M.L. & Jolly, J.M. (2007). *Research Designs Explain*. Thomson Wads Worth, USA: Sixth Ed.

Mohseni Tabrizi, A., Zanjani, H., Taleghani, M., & Taleghani, M. (2011). Alienation of Work and its Impact on Labor Productivity. *Journal of Basic and Applied Scientific Research*, 1(11), 2051-2058.

Nair, N., & Vohara, N. (2010). An exploration of factors predicting work alienation of knowledge workers. *Journal of Management Decision*. Vol. 48(4), 660- 615.

Nasehifar,v.(2016). Analysis of the organization's mission, Covenant on managers

Neihoff, B.P., Moorman, R.H. (1993). Justice as a mediator of the relationship between method of monitoring and organizational citizenship behavior. *Academy of Management Journal*, 36 (3), 527-556.

Pearce, J.A, Robinson, R . B (1994), "Strategic Management: Formulation  Implementation , and Control" , IRWIN.

Resort, H., Sandberg, J., Rouleau, L., Langley, A., Tsoukas, H., Collins, H., . . . Peteraf, M. A. (2015).Call for Papers Seventh International Symposium on Process Organization Studies.

Rogelberg, S G.(2007). Encyclopedia of industrial and organizational psychology. *Sage publication, thousand oaks'*: London, 2: 834-867.

Saleem, M. A., us Saqib, N., & Zahra, S. (2015) Impact of job engagement and team processes on organizational learning: examining moderating role of leadership style. *Studies, 4*(1).

Saloner ,G , Shepard , A , Podolny ,J , (2001) , "strategic Management" , John Wiley & Sons , Inc.

Seyfettin, S., Camcesme, M., Adnan, C., & Ramazan, K. (2010). Work alienation as a mediator of the relationship between organizational injustice and organizational commitment: implications for healthcare professionals. *International Journal of Business and Management*, 5 (8), 27-38

Sherman , S , (February 22 ,1993) , "Andy Grove : How Intel Makes Spending Pay off" , Fortune.

Steiner , George , (1979) , "Strategic Planning : What Every Manager Must Know" , The Free Press.

Thornton, B., Ewing-Taylor, J., & Usinger, J. (2016).*Program Evaluations: A Tool to Prevent Organizational Learning Disabilities.* Paper presented at the Society for Information Technology & Teacher Education International Conference.

Tummers, L.Vanthiel, S., Steijn, B., & Bekkers, V. (2011). Policy alienation and work alienation: Two worlds apart? Paper presented in NIG conference: Rotterdam.

Whitington, J., Goodwin, V., & Murray, B. (2004). Transformational leadership, goal difficulty, and job design: independent and interactive effects of employee outcomes. *Journal of the Leadership Quarterly*. 15, 593- 606.