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Relationship between Perceived Leadership Style, Organizational Justice and Work Alienation among Nigerian University Employees.

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Abstract: *The Study Investigated The Relationship Between Perceived Leadership Style, Organizational Justice And Work Alienation. Two Hundred And Forty-One Staff Of The University Of Nigeria, Nsukka Southeastern Nigeria Participated In The Study. Their Ages Ranged From 25years To 58years, With A Mean Age Of 41.5 Years. Work Alienation Scale, Multi-Factor Leadership Questionnaire And Organizational Justice Scale Were Used For Data Collection. Results Of The Hierarchical Multiple Regression Analysis Revealed That Transformational Leadership Style Negatively Predicted Work Alienation And Contributed 2% Variance In Work Alienation. The Result Further Showed That Transactional Leadership Style Positively Predicted Work Alienation And Contributed 5% Variance In Work Alienation. Interactional Justice Significantly Predicted Work Alienation. Distributive Justice And Procedural Justice Failed To Predict Work Alienation. It Is Suggested That Managers Of Nigerian Universities Require Some Leadership Training Which May Put Them In The Right Footing To Understand The Implications Of Different Leadership Styles To Organizational Behaviours.*
Keywords: *Perceived Leadership Style, Organizational Justice, Work Alienation And Nigerian University*

I. Introduction

Over The Last Two Decades, Nigerian Workplace Has Witnessed Cumulative Incidences Of Gross Laxity And Unattached Commitment To Work And Poor Performance At Work Due To The Social Divide Between The Goal Of Management And The Interest Of Employees (Nwinyokpugi, 2014). According To Nwinyokpugi, Organizations In Nigeria Are Plagued By A Number Of Concerns Such As Rising Costs, High Level Competition, Corruption, Job Insecurity And Employees' Dissatisfaction Due To Psychological Alienation That Employees Feel At Work And More With The Organizations They Find Themselves. These Conditions Have Created Some Social Distance Between Managers Of Business/Organization And Workers Which In Turn Seem To Result In Employee Alienation And Consequently Reducing Workers Commitment And Loyalty To Their Organizations.

Work Alienation Has Been Looked At From Two Main Dimensions Namely Powerlessness And Meaninglessness. Powerlessness At Work Is The Feeling Of The Employee That He/She Does Not Have Control Over The Way Things Are Done At Work. Similarly, Meaninglessness Is The Perception Of Employees That Their Work Is Not Worthwhile (Mckinlay, & Marceau, 2011). These Two Dimensions Are Considered To Have Strong Impact On Work Outcomes Such As Job Satisfaction, Organizational Commitment And Organizational Citizenship Behavior, And Work Engagement (Sulu Et Al., 2010; Tummer, 2011). In Addition, Work Alienation Cognitively Separates An Employee From Work And The Workplace And Manifests Itself In The Form Of Decreased Job Involvement And A Lack Of Organizational Identification (Armstrong-Stassen, 2006). It Also Decreases The Motivation Of Workers, Psychologically Separates Them From Work And Acts To Reduce Work Involvement.

Despite Its Link To Negative Job And Organizational Behaviours And Its Serious Consequences To Organizational Performance, Alienation As A Construct Has Not Received Much Attention In Organizational Studies In Recent Times. O'Donohue And Nelson (2012) Noted That Alienation Appears To Have Lost Relevance In The Contemporary Management And Organizational Textbooks. Instead, Interest Of Researchers Seems To Have Shifted To Newer Concepts Such As Job Satisfaction, Organizational Commitment, Job Involvement, Job Burnout, Work Engagement And Empowerment With Little New Work On Alienation (Buchanam & Huczynski, 2010; Mullins, 2010; O'Donohue & Nelson, 2012). However, The Present Study Is An Attempt To Advance Knowledge In This Area Of Research By Empirically Investigating The Linkages Between Leadership Styles, The Three Dimensions Of Organizational Justice And Work Alienation In A University Context In Nigeria.

The Choice Of Leadership Style And Organizational Justice As Predictors In The Present Study Is Hinge On The Reasoning That Since The Psychological Alienation That Employees Feel At Work And With The Organizations They Find Themselves Is Due To The Social Divide Between The Goal Of Management And The Interest Of Employees, That Looking At Leadership Style And Justice In The Organizations May Provide Explanations To The Problem Of Employee Work Alienation In Nigerian Organizations. In Addition, O'Donohue And Nelson (2012) Have Noted That Little Is Known About The Relationship Between Leadership Styles, Organizational Justice And Work Alienation. Much Of Research In This Area Appears Indifferent And Has Traditionally Been Studied With Respect To The Blue Collar Workers (Bratton, Callinan, Forshaw, & Sawchuk, 2007). Thus, The Present Study Is Also Aimed At Furthering Efforts In The Understanding Of The Concept Of Work Alienation With White Collar Workers In A University Context.

University Institution Is One Of The Public Service Organizations In Nigeria That Are Saddled With The Responsibilities Of Preparing High Level Manpower For The Survival Of The Society And The Individuals, To Expand The Frontiers Of Knowledge And Show Case Research Results For Sustainable Development Of The Society (Ebuara, Udida, Ekpiken, & Bassey, 2009). To Achieve These Responsibilities, The Universities Need Leadership That Is Committed To These Dreams And Visions, And Employees That Are Motivated, Involved And Committed To These Goals. It Has Been Observed That The Principal Challenges That Tend To Hinder The Dream Of Nigerian Universities Are Leadership, Corruption And Governance Which Have Bedeviled The Nigerian Society And Which Have Resulted In Ineffectiveness And Incompetency At All Levels Of Universities (Babalola, 2005; Nwagawu, 2006; World Bank, 2000).

This Has Instigated Close Examination Of The Management Style And The Structure Of Nigerian Universities. Babalola (2005) Noted That Politically Motivated Decision Making And Partisanship Have Permeated Nigerian Universities. According To Ebuara Et Al. (2009) Nigerian University Administrators In Delivering The General Mandate Of Sustaining The Quality And The Standard Of The University System Have By Certain Actions And Inactions Frustrated The Realization Of This Dream And Have Contributed To Relegating The Universities To The Bottom Of The Accredited Universities In The World. In The Light Of These, The Present Study Examined The Relationship Between Leadership Styles, Organizational Justice And Work Alienation.

Leadership Style and Work Alienation

Leadership Style In An Organization Is One Of The Factors That Play Significant Role In Enhancing Or Retarding The Interest And Commitment Of The Individuals In The Organization (Obiwuru, Okwu, Akpa, & Nwankwere, 2011). According To Heller And Hindle (1998) The Extent And Scope Of The Organizational Growth And Employee's Performance Depend Largely On The Leadership Structure And Style Of A Given Establishment. A Leader Is A Person Who Influences, Directs, And Motivates Others To Perform Specific Tasks And Also Inspires His Subordinates For Efficient Performance Towards The Accomplishment Of The Stated Corporate Objectives (Ojokuku, Odetayo, & Sajuyigbe 2012). Consistent With The Above Definition Ngambi (2011) And Jeremy, Melinder And Ciller (2011) Posited That Leadership Is A Process Of Influencing Others' Commitment Towards Realizing Their Full Potential In Achieving A Value-Added, Shared Vision, With Passion And Integrity.

Different Leadership Theories Have Put Forward Many Leadership Styles That Can Be Exhibited By Leaders In The Political, Business Or Other Fields. These Leadership Styles Include Transformational And Transactional, Autocratic, Democratic, Laissez-Faire, Visionary Leadership, And Culture-Based Leadership (Yukl, 1994; Bass & Avolio, 1990; Sergiovanni, 1987). Transformational And Transactional Leadership Has Been Of Great Interest To Many Researchers In Recent Times. Different Authors (Bennett, 2009; Laohavichien, Fredendall, & Cantrell, 2009) Have Considered Transformational And Transactional Leadership As Predicting Variables And Investigated Their Relatedness With Other Criterion Variables. In The Same Light, The Present Study Focused On Transformational And Transactional Leadership Styles As They Relate To Work Alienation.

Transformational Leadership Style Is A Situation In Which The Leader Works As A Model And A Motivator, Encouraging The Followers To Work Not Because Of An Exchange Of Value But For The Love Of Their Work. This Leadership Style, Which Has Been Defined As A Superior Leadership Performance, Presents A Leader Who Inspires Followers; Knows His Followers By Strengths And Weakness To Assign Them To The Right Job; And Challenges Them To Work At Their Best In Their Field Of Expertise (Ismail, Halim, Munna, Abdullah, Shminan, & Muda, 2009). A Transformational Leader Basically Helps His/Her Followers' Achieve Their Goals Working In The Organizational Setting And Also Encourages Followers To Be Expressive And Adaptive To New And Improved Practices And Changes In The Environment (Bass, 1994). On The Other Hand, Transactional Leadership Style Is The Influence Of A Leader Toward His Subordinates Using Reward And Punishment As A Form Of Motivational Medium. Transactional Leadership Includes Both Positive (I.E., Contingent Reward) And Negative (Management-By- Exception) Ideas. The Style Is Based On The Concept

That A Leader Has To Give Something To His Followers In Exchange For Performing Certain Tasks (Michael, 2010).

Recent Research That Has Related Transformational And Transactional Leadership Styles To A Number Of Organizational Outcomes Have Provided Varied Results. For Instance, Several Studies Have Shown Transformational Leadership To Correlate Positively With High Job Satisfaction Among Subordinates (Dunham-Taylor, 2000; Shieh Et Al., 2001). The Inspirational Motivation Leadership Behaviour Aspect Of Transformational Leadership Was Reported To Be Especially Important For Subordinates' Job Satisfaction. Whereas, Transformational Leadership Was Found To Particularly Decrease Stress Reactions (Physical, Emotional And Psychological) Among Subordinates (Rome, 2000), Active Management-By-Exception, A Transactional Leadership Behavior Where The Leader Actively Monitors The Work Performed And Uses Corrective Methods To Ensure The Work Is Completed To Meet Acceptable Standards, Has Been Found To Create Increased Levels Of Emotional Exhaustion Among Subordinates (D'hoore & Vandenberg, 2001).

Wu (2009) Later Found That Transactional Leadership Style Compared To Transformational Leadership Style Is Linked To High Satisfaction And Organizational Identification And That Transactional Leaders Have Substantial Influence On The Followers (Boseman, 2008). This Finding Is Consistent With The Study Of Chen Et Al., (2005) That Found That Followers Were Satisfied With The Contingent Reward Dimension Of Transactional Leaders. Jansen, Vera, And Crossan (2009) Concluded That Transactional Leadership Behaviors Facilitate, Improving And Extending Existing Knowledge And Are Associated With Exploitative Innovation.

With Respect To Work Alienation, Sarros, Teanewski, Winter, Santora And Densten (2002) Found That Transformational Leadership Was Associated With Lower Work Alienation, Whereas Transactional Leadership Was Associated With Higher Work Alienation. In Addition, Research (E.G., Stashevsky, & Koslowsky, 2006) Has Suggested That When Compared With Transactional Leadership Style, Transformational Leadership Style Is More Significantly Associated With Team Cohesiveness, Work Unit Effectiveness, More Effective Communication Skills And Organizational Learning. Transformational Leaders Are Said To Voluntarily Help Their Employees And Prevent The Occurrence Of Work-Related Problems, Which Ultimately Enhances Job Satisfaction And Commitment Among Employees, Conditions That Seem To Be Negatively Related To Work Alienation (Scandura, & Williams, 2004).

From The Foregoing The Following Hypotheses Were Postulated And Tested:

Hypothesis 1a: Transformational Leadership Style Will Negatively Predict Work Alienation Among University Employees.

Hypothesis 1b: Transactional Leadership Style Will Positively Predict Work Alienation Among University Employees.

Perceived Organizational Justice And Work Alienation

Employees' Perception Influences Their Attitudes And Behaviors And May Have Positive Or Negative Impact On Their Performance And Organization's Success. Justice Is Often Very Important In Organizations Because The Slightest Perception Of Injustice Can Impact On Job Attitudes And Behavior Of Workers. Justice In Organizations May Include Issues Relating To Perception Of Fair Play, Equal Opportunities For Promotion And Selection Procedures. Thus, The Term "Organizational Justice" Refers To The Extent To Which Employees Are Treated Justly (Elovainio, Van Den Bos, Linna, Kivimaki, Ala-Mursula, Pentti, & Vahtera, 2005). According To Cropanzano, Bowen And Gillland (2007) Employees Appraise The Outcome In Workplace Based On Three Components Of Justice Namely: Distributive, Procedural And Interactional Justice. Researchers (E.G., Moorman, 1991) Believe That If Employees Receive Fair Treatment From The Organization, They Tend To Possess Positive Attitudes Towards Their Job Outcomes And Their Supervisors.

Organizational Justice Stems From Adams' (1965) Equity Theory Which Posits That Judgments Of Equity And Inequity Are Derived From Comparisons Between One's Self And Others Based On Inputs And Outcomes. Inputs Here Refer To What An Individual Perceives To Contribute (E.G., Knowledge And Effort), While Outcomes Are What A Person Perceives To Get Out Of An Exchange Relationship (E.G., Pay And Recognition). In Line With Equity Theory, When The Input-Outcome Ratio, Compared To The Ratio Of The Comparison Other, Is Unequal, The Individual Is Motivated To Restore Equity By Reducing Inputs, Or Changing Outcomes, Or Getting The Referent Others To Change Inputs Or Outcome, Or Quitting The Job For A More Equitable One. Inequitable Comparisons Result In A State Of Dissonance Or Tension That Motivates The Person To Engage In Behavior Designed To Relieve Tension. This Theory Is Relevant To This Study Because It Focuses On The Relational Components Of The Three Organizational Justice Dimensions That Could Explain The Dissatisfaction Due To Psychological Alienation That Employees Feel At Work And With The Organizations They Find Themselves In Nigeria.

Early Literature On Organizational Justice Has Distinguished Three Dimensions Of Justice Namely: Distributive, Procedural And Interactional Justice (Greenberg, 1990; Konovsky 2000). Distributive Justice Refers To The Extent To Which Employees, In The Exchange Relationship With The Organization, Perceive

Fairness In The Decision Process Of Reward Systems (E.G. Pay, Bonus Or Promotion) With That Organization (Ambrose, Seabright & Schminke; Colquitt, 2002, Scott, Judge & Shaw 2006). Distributive Justice Means Perceived Fairness Of Decision Outcomes Such As Monetary Rewards Employees Receive In An Exchange Relationship With The Organization (Elovaino, Kivimaki, Steen, & Vahtera, 2004) And When Reverse Is The Case, It Is Usually Perceived As Injustice. Procedural Justice Refers To The Perceived Fairness Of The Means Used To Determine The Outcome (Greenberg, 1990; Robbins, Summers & Miller, 2000). Any Violation Of A Decision-Maker Or An Organization May Arouse Perception Of Procedural Injustice (Kickul, Gundry & Posg, 2005). Interactional Justice, On The Other Hand, Refers To The Degree To Which People Are Treated With Politeness, Dignity, And Respect By Authorities And Third Parties Involved In Executing Procedures Or Determining Outcomes (Colquitt, Conlon, Wesson, & Porter, 2001; Colquitt, 2001).

Studies Have Suggested That Fairness Affects Several Employee Attitudes And Behaviors Such As Job Satisfaction (Byrne, 2005), Organizational Commitment (Lambert, Hogan, & Griffin, 2007), Sabotage (Ceylan & Sulu, 2011), Turnover Intention (Robbins, Summers, & Miller, 2000), Stress (Greenberg, 2004), Organizational Citizenship Behavior (Colquitt Et Al., 2001), Job Performance (Ambrose, Seabright, & Schminke, 2002), And Trust (Vermunt & Steensma, 2003; Judge & Colquitt, 2004). There Is Evidence That Perceptions Of Poor Organizational Justice Can Lead To Organizational Retaliatory Behavior Or Aggression (Skarlicki & Folger, 1997; Colbert, Mount, Harter, Witt & Barrick, 2004); Such Behaviors Can Also Be Considered As Outcomes Of Work Alienation (Jermier, 1988).

Although Organizational Justice Has Been Associated With Work Outcomes, Little Empirical Research Exists On The Relationship Between Organizational Justice And Work Alienation (Ceylan, & Sulu, 2011). Most Empirical Work In This Area Has Focused On Work Commitment And Job Satisfaction And Very Few Empirical Works Have Directly Examined The Relationship Between Organizational Justice And Work Alienation (Sulu, Ceylan & Kaynak, 2010; Ceylan & Sulu, 2011). Ceylan And Sulu (2011) Found That The Three Dimensions Of Perceived Organizational Injustice Positively Predicted Work Alienation. Ceylan And Sulu (2011) Also Found That Both Distributive And Procedural Justice Were Associated With The Two Dimensions Of Alienation; Powerlessness And Social Isolation. In A Study On Work Commitment Of 383 Health Care Workers In Private And Public Hospital In Istanbul Turkey, Sulu, Ceylan And Kaynak (2010) Found That Both Distributive And Procedural Justice Was Associated With Alienation. Sookoo (2014) In A Study Of 494 Employees In The Public Service In Trinidad, Found That Both Distributive And Procedural Justice Influence Alienation. These Studies Suggest That Employees' Levels Of Perceived Organizational Injustice Are A Significant Predictor Of Work Alienation. The More Employees' Perceive Organizational Injustice The Greater Their Sense Of Work Alienation. However, Nair And Vohra (2010) In A Multivariate Analysis Of Organizational Justice And Alienation Found That Both Distributive And Procedural Justice Was Insignificant In Predicting Variance In Alienation Of Indian Information Technology Specialists.

The Following Hypotheses Were Thus Postulated:

Hypothesis 2a: Perceived Distributive Justice Will Be Negatively Related To Work Alienation Among University Employees.

Hypothesis 2b: Perceived Procedural Justice Will Be Negatively Related To Work Alienation Among University Employees.

Hypothesis 2c: Perceived Interactional Justice Will Be Negatively Related To Work Alienation Among University Employees.

II. Method

Participants/ Procedure

Two Hundred And Forty One (N=241) Participants Drawn From Among The Academic And Non-Academic Staff Of University Of Nigeria, Nsukka Participated In The Study. Their Ages Ranged From 25 Years To 58 Years, With A Mean Age Of 41.5 Years. Participants' Educational Qualifications Ranged From West African Examination Certificate (WAEC) To Doctorate Degree (Phd). The Sample Consisted Of 118 Males, And 123 Females. Out Of The 241 Participants 94 Were Academic Staff And 147 Were Non-Academic Staff. In Addition, 166 Were Senior Staff And 75 Were Junior Staff. The Participants Were Given A Consent Form That Specified The Purpose Of The Research With Information Assuring Confidentiality Of Their Responses. Participants Who Accepted To Complete The Questionnaires Were Given A Set Of The Questionnaires Including The Section That Sought Demographic Information. Thus, The Participants Were All Volunteers And They Completed The Questionnaires In Their Respective Offices During Working Hours. Out Of The 250 Questionnaires Distributed, Only 241 Copies Were Completed And Returned Representing A Return Rate Of 96.40%. The High Response Rate Was Possible Because The Participants Who Gave Their Consent Were Administered The Questionnaires On Individual Basis In Their Various Offices.

Measures

Work Alienation Scale: Perceived Work Alienation Was Measured With The Work Alienation Scale Developed By Maddi (1979). It Consists Of 12 Items Which Was Later Modified By Hirschfeld And Field (2000) To Contain 10 Items. The Work Alienation Measure Assesses The Extent To Which A Person Maintains A Low Level Of Positive Affect Toward The World Of Work. The Work Alienation Scale Was Designed In A Five-Point Likert Response Format Ranging From 1= Strongly Disagree To 5= Strongly Agree. Sample Items Include: "Those Who Work For A Living Are Manipulated By Those Who Run Things" And "I Find It Difficult To Imagine Enthusiasm Concerning Work." The Cronbach's Alpha For The Present Study Is .71.

Multifactor Leadership Questionnaire: Transformational And Transactional Leadership Styles Were Measured By The Multi-Factor Leadership Questionnaire (MLQ) Which Was Developed By Avolio And Bass (1997). The Scale Is The Best Measure Of Transformational And Transactional Leadership Styles And It Was Chosen Because Of Its Extensive Use In Leadership Research As It Has Been Used In Nearly 200 Research Programmes, Doctoral Dissertations, And Master's Theses Around The Globe (Avolio, Bass, &Jung, 1995). The MLQ Contains 45 Items Tapping Nine Conceptually Distinct Leadership Factors And Three Leadership Outcomes. Five Scales Were Identified As Characteristics Of Transformational Leadership That Measure Key Leadership And Effectiveness Behaviors (Idealized Influence (Attributed) Idealized Influence (Behavior), Inspirational Motivation, Intellectual Stimulation And Individual Consideration). Three Scales Were Defined As Characteristics Of Transactional Leadership (Contingent Reward, Management-By-Exception (Active), And Management-By-Exception Passive). One Scale Was Described As Non-Leadership (Laissez-Faire). The Present Study Administered Five Scales And Three Scales Measuring Transformational And Transactional Leadership Styles Respectively. The Responses Ranged From 0= Not At All To 4= If Not Always. MLQ Is Considered The Best Validated Measure Of Transformational And Transactional Leadership (Ozaralli, 2003). The Cronbach Alpha For The Present Study Is .91.

The Organizational Justice Scale: Perceived Organizational Justice Was Measured By The Organizational Justice Scale Which Was Developed By Colquitt (2001). The Scale Is Made Up Of 15 Items, Which Are Divided Into Sub Scales Measuring Different Dimensions Of Organizational Justice. Items 1 To 4 Measured Distributive Justice, While 5 To 11 Measured Procedural Justice And 12 To 15 Measured Interactional Justice. The Responses Of The Scale Ranged From 1= To A Small Extent And 5= To A Large Extent. The Measure Was Directly Scored Such That High Score Implies High Level Of The Three Dimensions Of Organizational Justice. Sample Items Include: "Does Your Outcome Reflect The Effort You Have Put Into Your Work?" "Are Those Procedures Free From Bias?" "Has (He/She) Treated You With Respect?" Colquitt (2001) Reported Internal Consistency Reliability For The Different Dimensions In Two Separate Studies As Follows: Distributive (.92, .93), Procedural (.78, .93), Interactional (.79, .92). The Cronbach Alpha For The Present Study On Organizational Justice Scale And The Dimensions Are As Follows: .94, .88, .93 And .92 Respectively.

Design/Statistics: A Cross Sectional Survey Was Adopted For The Present Study And Hierarchical Multiple Regression Analysis Was Used For Data Analysis.

III. Results

Table 1: Means, Standard Deviations And Intercorrelations Among The Study Variables

S/N	Variable	M	SD	1	2	3	4	5	6	7	8
1	Work Alienation	24.47	6.93								
2	Gender	1.53	.50	-.16							
3	Job Status	1.31	.48	.18**	.12*						
4	Staff Status	1.61	.49	.20***	.21***	.32***					
5	Transformational Leadership Style	112.85	10.15	-.16**	-.00	-.12*	.03				
6	Transactional	77.37	16.90	.26***	.05	.12*	.13*	.01			
7	Distributive	13.17	1.66	.03	.06	.11*	.06	-.09	-.02		
7	Procedural Injustice	20.22	4.87	.16**	.12*	.11*	.13*	-.34***	.09	.05	
8	Interactional Injustice	11.55	5.87	-.22***	.21***	.14*	.17**	-.26***	.11*	-.00	.25***

Keys: * = *P*< .05; ** *P*< .01; ** = *P* < .001;

Note: A Total Of 241 Respondents Completed The Questionnaires. Gender (1 = Male, 2 = Female); Job Status (1 = Senior, 2 = Junior); Employment Status (1 = Academic, 2 = Non-Academic). Transformational Leadership, Transactional Leadership, Distributive Justice, Procedural Justice, And Interpersonal Justice Were Entered As Obtained

Table 2. Summary Of Hierarchical Regression For Work Alienation

S/N	Variable	1	2	3	4
1	Gender		-.12*	-.12*	-.16**
2	Job Status		.11	.09	.08
3	Staff Status		.120**	-.17**	.15**
4	Transformational		-.15*	-.16**	-.10*
5	Transactional			.23***	.21***
6	Procedural Injustice				.02
7	Interactional Injustice				-16*
8.	R2	.07	.09	.14	.17
9	AR2	.07	.02	.02	.03
10	F-Change	F(3,237)=5.83***	F(1,236)=5.92*	F(1,235)=14.20***	F(3,232)=2.42
11	F-Value	F(3,237)=5.83***	F(4,236)= 5.94***	F(5,235)=7.86***	F(6,232)=5.91***

Note: * = P <.05, ** = P <.01, *** = P <.001. Dependent Variable= Work Alienation

The Results Of The Correlation Analysis Showed That Job Status Had Significant Positive Relationship With Work Alienation (R =.18, P<, 01). Employees' Status Was Also Shown To Be Positively Related To Work Alienation (R =.20.P<.001); Non-Academic Staff Reported Higher Sense Of Work Alienation Than Academic Staff. Whereas, Transformational Leadership Style Was Negatively Related To Work Alienation Leadership Style (R =.16, P<.01), Transactional Leadership Style Was Positively Related To The Criterion Variable (R = .26, P<.001). Among The Three Dimensions Of Perceived Organizational Justice Only Interactive Justice Was Shown To Be Positively Related To Work Alienation (R =.22 P<.001). Distributive And Procedural Justices Were Not Significantly Related To Work Alienation.

The Results Of The Hierarchical Regression Analysis Revealed That All The Control Variables Explained A Significant 7 Per Cent Of The Variance In Work Alienation, F (3, 237=5.83, P<, 001). The Following Control Variables Predicted The Work Alienation, Job Status (B= .14, P<.05) And Employee Status (B=.18, P<.01). Gender Did Not Predict Work Alienation. Transformational Leadership Style Negatively Predicted Work Alienation (B =-.16, P<, 01) And It Explained 2 Per Cent Of The Variance Work Alienation. In The Regression Equation, Transactional Leadership Style Positively Predicted Work Alienation (B =.23, P<.001) And Contributed 5 Per Cent Of The Variance In Work Alienation. The Result Further Showed That Perceived Organizational Justice Explained 3 Per Cent Of The Variance In The Criterion Variable. In The Regression Equation Only Interactional Justice Positively Predicted Work Alienation (B =.16, P<.05) Which Is Consistent With The Hypothesis 2c; That Interactional Justice Will Be Negatively Related To Work Alienation. Finally, Both Distributive Justice And Procedural Justice Were Not Shown To Be Significant In Predicting Work Alienation.

IV. Discussion

The Results Of The Present Study Confirm The Prediction That Transformational Leadership Style Will Negatively Predict Work Alienation. This Suggests That The More Transformational A Leader The Less Sense Of Alienation Experienced By The Subordinates. This Finding Is Consistent With Some Earlier Studies (E.G., Sarros, Tanewski, Winter, & Santora, 2002) That Suggested That Transformational Leadership Style Is Associated With Lower Work Alienation. According To Stashevsky And Koslowisky (2006) Transformational Leaders Are More Associated With Team Cohesiveness, Work Unit Effectiveness And Organizational Learning And They Have More Effective Communication Skills And Voluntarily Help Their Employees And Prevent The Occurrence Of Work-Related Problems (Bass & Avolio, 2004). These Attributes Of Transformational Leaders Have Been Linked To Enhancing Job Satisfaction Among Employees Such That Employees Become More Committed And Less Alienated (Scandura, & Williams, 2004).

In Addition, The Relational Process Of Transformational Leadership Unlike Transactional Leadership Views Interaction Between The Leader And The Follower As Going Beyond Simple Economic Transaction, With A Higher-Order Relationship Being Concerned With Good Will Of Individuals Involved. So When Workers Focus On Higher-Order Need They Tend To Perceive Their Organization As A Means Of Meaningful Existence And That May Reduce Their Sense Of Alienation. By Acting As Ethical Role Models, Being Committed To Employee Needs, Empowering Employees To Think On Their Own, And Motivating Their Followers To Achieve More Than What Were Thought Possible, Transformational Leaders Gain Their Followers Trust. In Turn, Employees' Trust In Leadership May Be Associated With Well-Being, Job Satisfaction And Less Feeling Of Alienation.

The Results Further Supported Hypothesis 1b That Transactional Leadership Will Positively Predict Work Alienation. This Suggest That The Higher The Transactional Leadership The More Employees Express Feelings Of Alienation. This Finding Is However Inconsistent With Some Earlier Studies (E.G., Boseman, 2008; Wu, 2009) That Suggested That Transactional Leadership Style Provides High Satisfaction And Organizational Identification And Have Substantial Influence On The Followers. The Results Of The Present Study Failed To

Support These Findings. Instead, The Study Suggests That Transactional Leadership Style Is Related To Higher Feelings Of Work Alienation. In Line With D'hoore And Vandenberg (2001) Notion, Management-By-Exception Leadership Behavior, Where The Leader Actively Monitors The Work Performed And Uses Corrective Methods To Ensure The Work Is Completed To Meet Accepted Standards Is Linked To Increased Levels Of Emotional Exhaustion. Thus, Much As Employees In Nigerian Universities May Appear To Be Satisfied With The Contingent Rewards From A Transactional Leader, As A Result Of The Socio-Economic Conditions In Nigeria, In The Long Run, It May Lead To Emotional Exhaustion And Psychological Burnout Which Correlate With Work Alienation. This May Be Particularly So Since The Leader Gives The Rewards On The Condition That Employee Should Reciprocate By Giving Good Performance Or Get Punished Where They Do Not Meet Acceptable Standards.

The Present Study Also Examined The Relationship Between Perceived Organizational Justice And Work Alienation. **C**ontrary To Majority Of The Earlier Studies (E.G. Ceylan & Sulu, 2011), The Results Of The Present Study Showed That Distributive Justice And Procedural Justice Were Not Significant In Predicting Work Alienation Among Nigerian University Employees. The Present Finding Did Not Corroborate These Earlier Studies (Sookoo, 2014; Sulu Ceylan, & Kaynak, 2010) That Found That Both Distributive And Procedural Justice Were Associated With Alienation. However, The Result Is Consistent With Some Studies (E.G., Nair & Nohra, 2010) That Suggested That Distributive And Procedural Justice Were Insignificant In Predicting Variance In Work Alienation. This May Be Explained From The Point Of View Of The Variance In Some Phenomena Inherent In Nigerian Culture, Such As Power-Distance, Socialization And Cultural Belief Which Seem To Be Different From The Western Countries Where These Dimensions Of Organizational Justice Have Been Found To Predict Many Job Outcomes.

Nigeria Seems To Be A High Power-Distance Country. In A High Power Distance Nation Employees Have The General Belief That They Should Play The Role Of Subordinates And Take Instructions (Hofstede, 1980) And Thus Subordinates May Not Expect To Get Involved In Decisions Implicating The Allocation Of Resources And Rewards. Nigerian Employees Generally Do Not Seem To Bother Much About Getting Involved In Making Decisions Regarding Allocation Of Resources And Rewards Especially Where Many Of The Decisions Regarding Allocation And Distribution Of Rewards Are Laid Down In The Establishment Rules And Regulations Of The Organization. Rather They Seem To Belief That They Should Play The Role Of Subordinates To The Authorities And Third Parties Involved In Executing Procedures Or Determining Outcomes.

The Result Of This Study Further Showed That Interactional Justice Significantly Predicted Work Alienation Among Nigerian University Employees. Interactional Justice Explains 2 Per Cent Of The Variance In Work Alienation Thus Confirming The Hypothesis 2c That Interactional Justice Will Be Negatively Related With Work Alienation. This Means That Employees Are More Likely To Experience Less Feelings Of Work Alienation When Organizations Display High Level Of Interactional Justice. Interactional Justice Has Been Seen As The Degree To Which People Are Treated With Politeness, Dignity, And Respect By Authorities And Third Parties Involved In Executing Procedures Or Determining Outcomes (Colquitt, Conlon, Wesson, & Porter, 2001). In Other Words, Employees Are More Likely To Perceive Justice When Managements And Managers Treat Them With Care And Respect. This Finding Is Also Related To The Equity Theory In The Sense That When People's Inputs Are Not Appreciated Or Valued Through Recognition, They Tend To Perceive Interactional Injustice. Injustice Results In A State Of Dissonance Or Tension Which In Turn Motivates Employees To Engage In Behaviours Designed To Relieve Tension (E.G., Work Alienation) And Which May Be Negative To Organizational Success.

Implications of the Study

The Functions Performed In The University Systems Are Critical To The Development Of Any Country. As Public Service Organization, The Universities Are Positioned To Provide Services And Build High Manpower For The Development Of The Society. University Workers Are Important In Achieving These Objectives. However, Feelings Of Alienation May Be Counterproductive In The Achievement Of These Goals. It Has Therefore Become Pertinent To Examine Factors That Could Enhance And Encourage Feelings Of Alienation In Such Organization. The Findings Of The Study Provided More Information Regarding The Relatedness Of The Findings Of Studies Conducted In Western Countries And That Of The Developing African Countries.

The Findings That Transformational And Transactional Leadership Styles Are Significant Variables In Feeling Of Alienation Among University Employees Have A Lot Of Implications For Research And The Management Of Nigerian Universities. The Present Study Suggests That, While More Transformational Leadership Is Related To Less Follower Expression Of Feelings Of Alienation, High Transactional Leadership Is Related To Higher Feelings Of Work Alienation Among University Employees. This Implies That The Management Of University Systems Should Adopt Management Styles That Encourage Employees' Sense Of Independence And Innovations On The Job. Performing Certain Jobs Within The University System (E.G.,

Teaching And Research) Require Innovative And Creative Thinking. This May Not Be Promoted By A Carrot And Stick Approach As Is The Case In Transactional Leadership Style. Workers Should Be Given More Control Over Their Work Situations. That Way, They May Develop Higher-Order Needs And Tend To Perceive Their Organization As A Means Of Meaningful Existence That May Reduce Their Sense Of Work Alienation. It Is Therefore Suggested That Managers Of Universities Require Some Leadership Training Which May Put Them In The Right Footing To Understand The Implications Of Different Leadership Styles To Organizational Behaviors. This Way, They Will Be Better Positioned For More Fruitful Management Of Their Employees And The Achievement Of Organizational Goals.

In Addition, The Findings Of The Study Suggest That When Employees Perceive The Authorities And Managers As Being Polite, Respectful And Treating Them With Dignity They Tend To Feel Less Sense Of Alienation And Seem To Identify More With The Organizational Goals. This Implies That Even When Employees Do Not Have Control In Executing Procedures Or Determining Outcomes That They Appear More Committed And Involved In Their Job In So Far As They Are Treated With Respect And Dignity. It Is Therefore Suggested That Managers Of University Systems Should Endeavour To Carry Their Staff Along By Exhibiting High Level Of Fairness In Their Interactions With The Different Levels Or Groups Of Employees Involved In Pursuing The University Organizational Goals. It May Also Be Expedient To Embark On Some Intervention Programmes That May Impact Positively On The Perceptions Of University Employees Regarding Their Organization. University Workers Need To Perceive Their Managements As Being Fair And Just In The Execution Of Procedures And Outcomes Including Offering Explanations Or Information As To Why Procedures Were Used Or Why Outcomes Were Allocated In A Specific Way.

Limitations of the Study

The Cross Sectional Design Which Was Adopted For This Research Is Quite Limited. As The Data Was Collected At One Point In Time, It May Limit The Generalizability Of The Result Across A Wider Population. It Also Suffers From Information Bias Since The Self-Reported Data Was Collected From Employees In One Federal University. Thus, The Result From This Study Should Be Interpreted With Caution. A Longitudinal Data Would Be More Appropriate To Address Biases From The Influences Of Recent Events, Experiences And Circumstances. It Would Also Enable The Establishment Of Causal Relationships Between Each Of The Antecedent Variables And Employee Work Alienation. Future Studies Could Seek For An Interaction Between Leadership Style And Organizational Justice As Well As Possible Moderators Of The Relationship Between Leadership Style And Work Alienation. This May Include Personality And Work Environmental Factors.

V. Conclusion

The Achievement Of The Laudable Goals Of The University Organization Appears To Be Dependent In Part On The Level Of Commitment Of The Employees Towards The Organization. This In Turn May Positively Influence Employees' Sense Of Alienation Toward The Organization. The Present Study Related Transformational And Transactional Leadership Styles And Perceived Organizational Justice To Feelings Of Alienation Among University Employees. The Results Of The Study Suggest That There Is Need To Review The Management Systems Of Nigerian Universities. This Has Become Necessary Since The Achievement Of The Organizational Goals Of Nigerian Universities Is Critical To The Socio-Economic Development Of The Nation. In Addition, Since The Feelings Of Alienation Among University Employees Is Linked To The Leadership Style Adopted By Managements And The Extent To Which Managements Treat And Interact With Their Employees Fairly, Politely Or With Dignity, It Is Suggested That Leaders Who Have Transformational Disposition And Have Respect For Those They Lead Should Be Given The Opportunity To Lead Nigerian Universities.

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