The out-to-in employees' marginalization: does it really affect the core organization's non-structural aspects

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Abstract: When one feels that he is not considered in terms of the life foremost underpinnings, left for long carelessly neglected, and permanently faced with no positive response, although he is doing his best in shouting loudly for being gotten or listened to, in this case, he has no way but to get severely frustrated and considered himself as marginalized in life. This may occur in people's common life as individuals in community or it may happen to them in their organizations' community, when they are employed in some workplace. This research is interested in investigating such a phenomenon whether it is based upon true grounds or even just perceived reasons that may stemming from people's convinces of facing marginalization. The interest is directed to the phenomenon whatever the form it actually takes due to the same consequences left by it on the community, particularly inside the organization. An aggregate approach was adopted to consider in breadth the out-to-in marginalization that's externally occurs outside the organization and internally has its reflection inside it. Four types of marginalization were to be interested in in this direction; the true marginalization outside the organization that leads to a true one inside, the true marginalization outside that leads to a perceived one inside, the perceived marginalization outside that leads to a true one inside, and the perceived marginalization outside that leads to a perceived one inside. A theo-analytical preface was provided to be based upon in methodologically establishing a hypothetical path between three variables; the septic case of the organization's soft aspects as the dependent one or research problem, the internal marginalization inside the organization as an intermediate variable that hypothetically represents the direct reason behind the problem, and external marginalization outside the organization as an explanatory or independent variable, which hypothetically materializes the indirect reason that's originating the problem. Three hypotheses were to be statistically examined in order to cover four types of the out-to-in marginalization. There was a general conclusion that signifiesthe real existence of the four types of the out-to-in marginalization, in the target population contained by this research field study. Hence,it was satisfactorily justifying to recommend that the organizations' management have to consider a periodical investigation to find out if their employees - or even some of them - are suffering sort of marginalization or not.

[Amgad Hamed Omara. **The out-to-in employees' marginalization: does it really affect the core organization's non-structural aspects.** *J Am Sci* 2016; 12(10):116-135]. ISSN 1545-1003 (print); ISSN 2375-7264 (online). http://www.jofamericanscience.org. 16. doi:10.7537/marsjas121016.16.

Key words: out-to-in marginalization, in-to-out marginalization, true marginalization, perceived marginalization, organization's soft, smooth or non-structural aspects, organization's hard, tough or structural aspects .

Introduction

Marginalization has always been one of the phenomena that are relatively facing people in their life time**(**Wilson & Beresford 2000**)**. It is found either as a true phenomenon that's logically based upon really observable indications and proofs or as a perceived phenomenon; when people feel that they are marginalized for some reasons and justifications that they are generally consider, even if this is not actually correct.

In terms of the task of management, Feeling with marginalization should not be a less important issue compared with the real marginalization. This is due to the same consequences that are resulted from the two types, whether it is true or just perceived one.

However, this phenomenon is a transferring one that may be automatically transmitted or extended from outside the organization or its external environment to inside the organization or its internal setting. People who are interested in such a phenomenon as individuals in a certain community are expected to be lastingly concerned with it (Percy-Smith 2000 and Jordan 1996), when they come to work as employees within the organization. They are the most nominated for suffering this case, not only based upon the same justifications they may keep in mind as members of the whole community but also they may go to make some projections concerning their membership in organization's community. Herein the phenomenon could be considered as a community-to-organization transferring one.

Marginalization as a phenomenon is going to take two directions and eight types. In terms of direction; (1) People marginalization may start in community and then transferred to organization (2) People marginalization may start within the organization and then transferred with the individuals to their public community.

The first direction contains four types; (1) A real marginalization out and a real marginalization in, and this is happened when there are real justifications to such a phenomenon in each case. (2) A real

marginalization out and a perceived marginalization in, due to the foundation of true reasons outside that have an extended perceived effect inside, while there is no true reasons in. (3) A perceived marginalization outside and a real marginalization inside, this case occurs when people come from the community with an aptitude to find out the reason of marginalization that are hardly captured outside. (4) A perceived marginalization outside the organization and a perceived marginalization inside it.

When the talk goes to the second direction we have to consider another four reverse types of marginalization as well. (1) A real marginalization in and a real marginalization out and this is happened when there are real justifications to such a phenomenon in each case. (2) A real marginalization in and a perceived marginalization out due to the foundation of true reasons inside that have an extended perceived effect outside. (3) A perceived marginalization inside and a real marginalization outside, this case occurs when people come from the organization community with an aptitude to find out the reason of marginalization outside that's hardly captured inside. (4) A perceived marginalization inside the organization and a perceived marginalization outside it.

Although this research gives more consideration to the second type of the first direction; that's focused on the real marginalization that externally occurred to people as members in their public community due to easily observable true reasons, which they are actually suffering outside and leads to a type of perceived marginalization, that appears through the projection made by those people as employees on some organizational issues, it has equally taken into account all the four types of marginalization, those implicitly hinted by the first direction in conjunction. This was due to the inseparable nature of the consequences occurring by these different types. All of them are going to cause by the end of the day a similar extended effect on the people inside the organization.

However, the next three portions of this research are going to highlight, within the previously shown context, the analytical orientation that's adopted in tackling the theoretical part of this research.

True and/or perceived marginalization outside the organization

Marginalization is a limited phenomenon to be socially considered when the talk goes to some groups or minorities in those developed or more progressed countries (Silver 1994). In the poor countries of the third world, such a phenomenon is representing the most common issue that really touching in depth the majority of people (Inglehart 1997, Alejandro 1997 and Nejad. 2011). It is not only confined within the social domain but also it is extended to found and rooted as a multi-facet issue.

Social marginalization, is existed due to the extreme case that's occurred by the space amongst the different social classes of community, particularly between the highest and lowest two classes, whereas the middle class used to be absent or completely hidden (Tilstra 2012, Huston & Bentley 2010, Room 2010, Hills, *et al.* 2002, and Levitas 1996, 1998). This case gets worst by the big number of the people who belong to the lowest social class compared with the small number of people who belong to the highest social one. There is a variance to be considered concerning the people's life-style in the community two social classes.

Economic marginalization used to be widely recognized as a result of the low level of income that's gotten by the vast majority of community individuals in the third world countries (Philip 2010, 2007, Kanbur 2007, Valodia 2006, Guha-Khasnobis *et al.* 2006, and Griffin 2000). Basic needs are unapproachable to people. They are suffering every day, lost in thought around just the normal living earning, to the extent that easily provides a strong proof of economic rights disregarding.

Political marginalization happens when people are kept away of contribution, neither they have a role in taking the public decisions nor they even have the capability to do so(Horback *et al.* 2013, Raleigh 2010, Oskarson 2010, Solt 2008, Dalton 2004, and Kamenitsa 1998). Both the right they should have to express their opinion and the effort and duty they should exert for being qualified to express their opinion are not available. For too many reasons democracy has not got its true underpinnings yet.

Cultural marginalization is brought to reality due to the extensive gap in education and awareness between the different classes and parts of society (Barber *et al.* 2011, Wilkinson *et al.* 2010, Cuff, *et al*. 2006, Brown 2005, Inglehart 1997, and Cornell *et al.* 1996). This creates sort of heterogeneity in the level and type of ideological and cultural thinking, in terms of the aptitude to absorb the transformation done by the efforts of modernization and feverish ambition toward the change. Generally, it could be argued that regardless of the type of education, the less the education of people the more the conservatism and stickiness they have to the very traditional thoughts, norms, values, and beliefs. In contradiction, those who are generally well educated more capable to have changing views concerning such issues, they are continually open minded in facing the alteration. The lagging of the less educated class in absorbing the change used to make the people who belong to such class are feeling isolated and out of being normally

moving forward, they feel culturally relegated and living out of the modern age.

Demographic marginalization is obviously materialized when young people stay for long with no chance for employment. This consequently means that they wouldn't be able to have a place to live in, to get married, to bear their own life responsibilities, to be treated from illness, nor they would be able to get the work-based social respect (Benner & Wang 2014, 2015,Offerdahl *et al.* 2014, Hopson & Lee 2011, Bullock & Limbert 2003, Goodman, *et al.* 2000, and Elder 1998). At the youth age, it is so hard to convince people, whatever the logic justifications and reasons that one may have, with the shortage or lack of meeting such basic needs. Even if you could, they would feel nothing but marginalization, since they think that nothing should be given a priority but their needs.

Technological marginalizationis the case that's broadly witnessed when the majority of the community poor people are found unaffordable concerning the technology allowed to others who are relatively rich (Mikell 2016, Onyije & Francis 2013, Weerakkody 2011, Silver 2007, and Young 2000). This not only happens regarding the high-tech tools that may provide sort of a distinguished level of welfare but also the simple technology tools that are necessarily required for satisfying some basic needs. It is far comprehended that people's inability to get a car is unlike their inaccessibility concerning the fridge or washing machine. Even though, both cases may result in a considerable amount of feeling with marginalization. This issue is gone worse when people become unable to benefit from the information technology or generally the hard and soft computer based technology. In other words, how people can be considered as non-relegated while they are unable to utilize the main applications of their age technology.

Ecological marginalization is actually branched to cover all the negative forms of leaving people unprotected in the face of the weather expected and unexpected fluctuations, both in summer and in winter (Bronfenbrenner 1979, 1998, 2012, Alexander *et al.* 2003, Block 2001, Power & Wilson 2000, and Henderson 1995). The talk herein is particularly about issues like housing, clothes, covers, fans, air conditions, furniture, water, heating, boilers, electricity, emergency, and other required types of infra-structure. It is logically unexpected to govern the weather but it is expected to control its effect on people. When the latter feel that they have no way for maintenance in facing the ecology extortions, particularly the weather ups and downs they feel tangibly neglected and/or marginalized.

Geographical marginalization is a phenomenon to be detected when we see the importance given to the people who are living in some places like cities on the account of those who live in other places like villages and countryside (Du Toit 2009, Bhorat &Kanbur 2006, Kanbur & Venables 2005, Javier 1999, and Bloom & Sachs 1998), or to the people who live in capitals on the account of the people who live everywhere out of these capitals, or to those who live in more civilized sections of cities on the account of those who live in oriental sections in the same cities. This concern is reflected by the level of commercial and industrial foundation in addition to the abundance of services and facilities. Transportation could be a real reason to marginalization, when people suffering every day too much pain for reaching and returning back from their workplaces.

Media marginalization is the every minute reminder of neglecting the common people issues (Calovic 2013, Garcia-Ruano *et al.* 2013, Rojas *et al.* 2011, Brawley & Brawley 2003, and Altheide & Snow 1991).This could be realized; when the formal TV stations as well as the informal or private satellite channels used to announce through the talk-show programs the subjects that are just full of the elate class interests, when the kitchen or cooking programs show all the time unaffordable meals to the poor people, when the daily newspapers are teeming with the debates and arguments that are tackling all the time the ideological conflict amongst the different political trends, when common people are left as just picture bystanders and sight outsiders with no response to their demands, pains, ambitions, and real problems, when social media is turning to be just for useless chatting and entertainment or excessively involved in serving the interest groups instead of being oriented with resolving the commonly rooted problems of the whole community, in other words when people find that all the media means have become working against rather than for the public interests, They will have no choice to feel that they are media marginalized.

Legal marginalization is found when legislation is not really touching the detailed affairs of the poor people issues, needs, and life-style (Hull 2016, Awad 2014, Crookshanks 2012, Chunn & Gavigan 2004, Edwards & Vance 2001and Upham 1994). When poor people left suffering no reaction to their complain from the different bodies and authorities, when there is too much lagging and obsolescence in those laws keeping their rights and organizing their duties, when being left unaware of the laws that they are all the time asked to commit with, when there is a long time of delay concerning the courts' procedures and judgment. When they are ignored till being fed

up due to the crowdedness of problems' jungle they really face while they have no capability for being patient any more.

True and/or perceived marginalization inside the organization

People who are passing through such a multi-dimensional marginalization that's covering all the aspects in their public community are probably the most nominated to feel marginalized by the organization in which they work. Sometimes, this marginalization is going to be true particularly when their workplace is one of the government units that are actually representing the same big entity or the whole governmental authority which is externally marginalizing them in their public community. In some other times, marginalization is going to be a case of inertia or just as a sensation by the people who work inside the organization, since they feel that there is no significant difference between what they face in and what they face out of the organization.

Whatever the form taken by marginalization, either it is a true one or a perceived one; it used to be considered by the people inside the organization in accordance with some organizational facets. Workers express their marginalization in terms of some other internal aspects that are relevant to their work-life rather than public-life.

This occurs, although they might make sort of projection to the aspects confronted outside on those aspects they meet inside the organization. Employees see the social, economic, political, geographical, demographical, technological, cultural, media, ecological, and legal marginalization is extended to be found again inside their organization as opinion, position, decision, role, contact, job, activity, career opportunities, competencies, talent, experience, attainment, mentality, skills, physical, aptitudes, ambitions, proficiencies, interests, participation, and recognition marginalization.

The reflection of true and/or perceived marginalization on organization:

Such a somehow out-to-in extended phenomenon of marginalization actually deserves to be an issue to investigate properly, due to the big reflection that's caused by it, generally on the organization basic foundations and particularly on those soft organizational aspects.

The negative impact of marginalization is relatively ruining most of the organizational non-structural affairs those could be explained via axes such as expatriation, alienation, loyalty, affiliation, climate, performance, stress, conflict, consensus, citizenship, silence, motivation, agility, development, work life quality, performance, isolation, conservatism, misunderstanding, communications, reality, reluctance and some others.

Those previously hinted as the organizational soft aspects are actually related to the task of HRM rather than HRAM. Since the former is oriented with subjecting the HR to the management functions while the latter is oriented by the HR relevant technical activities.Accordingly marginalization is one of the fields that should subject to the management function(Yepez-del-Castillo 1994 and Lee& Murie 1999). It is an issue to plan, to organize, to direct, and to control, so as to avoid its negative consequences on the organization's soft components.

Research theo-analytical framework:

This research takes into account the first direction; it collectively focuses on the four marginalization types that externally occurred to people as members in their public community, either due to observable true reasons or just internally perceivable factors, and leads to a type of true or even perceived internal marginalization, that appears through the projection made by those people as employees in relation to some organizational issues. It has rather focusedmore on the consequences of marginalization regardless of whether it is true or perceivable, both inside and outside the organization.

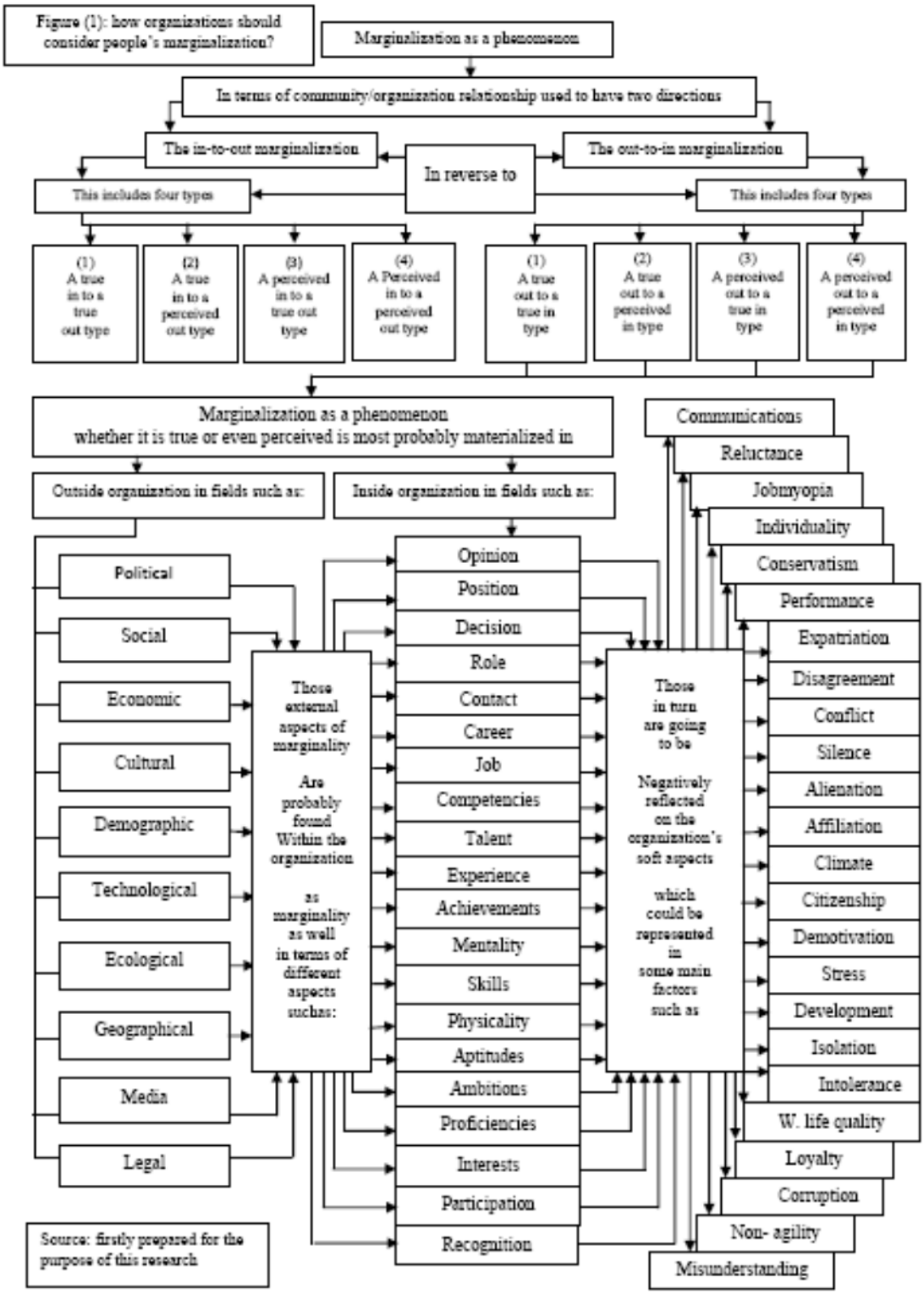
Blinding the eye on the nature of marginalization was basically intentional to avoid the argument that may occur when the talk is gone to the reason of people's consideration to the marginalization existence.The other thing that's provided by this framework, as shown by Figure (1), is the hypothetical proposition that the fields of the internal marginalization within the organization are not conditionally the same as those appearances of marginalization that are externally faced by people in their whole community. This is not denying that the case could be exceptionally the same as well, for example sometimes you may feel socially marginalized inside as well as outside.

However the latter case is not the hypothetical area of this research. The interest herein is directed to the aspects of marginalization that have an organizational nature which, may result from the aspects of marginalization that have a publically common nature. For example, how people may consider that their marginalization in terms of organizational role is an extension to the marginalization they face in their bigger community.

The additional axis that's emphasized by this hypo-analytical framework is the wide and branched area of the soft or non-structural organizational aspects that are claimed as largely spoiled by people's internal marginalization.

As clearly made known by the same Figure (1) that's briefly tackling this research framework, there is a hypothetical path to investigate by this research.

It hypothetically considers that external marginalization of people in their open community outside the organization is intermediary extended to make an internal marginalization to them as employees in their organization community, and this in turn is expected to get the organization's soft aspects widely ruined. This is going to be more highlighted in the next two portions of this research.



Research problem

Although the above orderly provided theory is to large extent bearing a logic suggestion based upon the commonsense of the Egyptian workplaces' reality, it may be faced with some adversaries. That's why it has theoretically been considered as an argumentative suggestion until being truly examined in some Egyptian workplaces.

Egyptian government units were generally the most nominated field study to investigate applicably such a provided theory around the marginalization. This was due to the given government responsibility concerning the satisfaction/dissatisfaction of the people's needs both outside and inside the organization, and this is the case that far facilitates monitoring the out-to-in extended marginalization phenomenon.

Small technical employees who are just executively working in the ministry of social solidarity units were the target research population individuals to ask through an exploratory study. Fifty employees were interviewed. The interviews were hub-revolved around three substantial questions which come inversely ordered compared with the arrangement taken by the above suggested theory around the phenomenon of marginalization.

The first question was around the fitness of the organizations' soft aspects. In that, the discussion has gone to cover twenty four items of the soft organization's aspects. The question statement was ***"I consider that organization's soft aspects are properly working".***

The second question was about the employees feeling with the organizational marginalization. Herein the talk was about twenty fields of marginalization that employees face inside the organization. The question statement was ***"I consider that employees are not internally marginalized".***

The third question was focused on the public marginalization that employees as community people are generally suffering outside the organization. As so, there were ten areas of public marginalization to cover. The question statement was***"I consider that employees are not externally marginalized"***

It is methodically established to highlight that; the first question subject was the dependent variable or the research problem, while the second and third questions were successively representing the intermediate and independent variables or the queries to be hypothetically proposed around the reasons that may be latent behind such a problem.

Although the discussion done through conducting the interviews has actually gone into details concerning every single one of the three questions, we have initially depended upon the number of the interviewees' responses concerning each question items in this phase, see Table (1).

Table (1): examining initially the real existence and probable reasons of the research problem

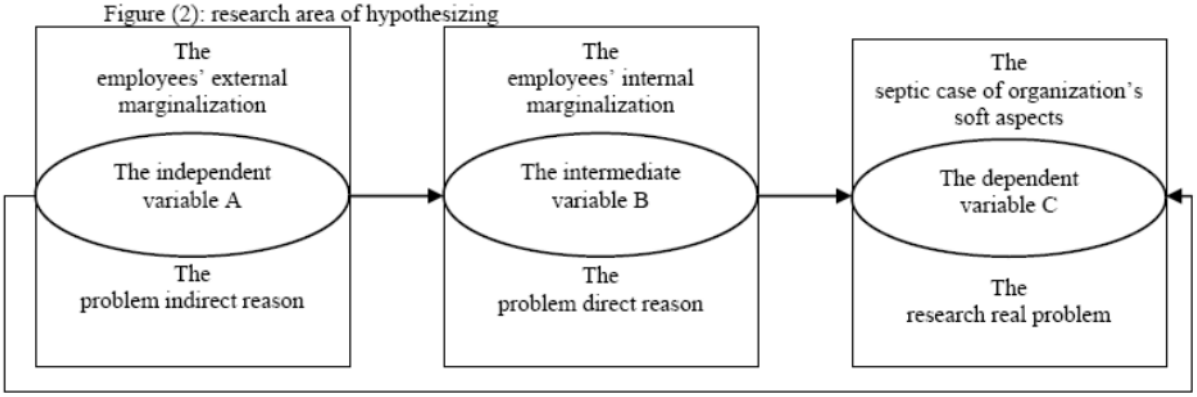
Indicative Data	No of interviews	completely agree		Agree		Agree/ Disagree		Disagree		Definitely disagree		Weighted average
Q1	50	4	8%	5	10%	3	6%	20	40%	18	36%	3.86
Q2		2	4%	6	12%	2	4%	17	34%	23	46%	4.06
Q3		5	10%	2	4%	4	8%	18	36%	19	38%	3.76

Source: Exploratory study

According to the data provided by the first raw of the above mentioned table, the research problem could be statement expressed by the say that "**the organizations' soft aspects are improperly existing in the units of the ministry of social solidarity**" this is initially double indicated by the opinion of 76% of the interviewees and a weighted average value that's exceeding the middle cell ranking value by 0.86. Consistent with this, the data shown by the second raw in the same table that was fairly sufficient to argue that this occurs due to the internal marginalization that's occurred inside the organization, which is primarily proved by 80% of interviewees' responses as well as a weighted average value that's greater than the middle cell ranking value or 3 by 1.06. While the data of the final raw was fair enough to argue as well that the internal case in turn is extended from the external marginalization faced by the employees in their community outside the organization. The responses which come in this direction equal to 76% of interviewees' views, also the weighted average was supporting to this, since it was greater than the comparative ranking value by 0.76. These initial conclusions are going to be deeply examined later on by the portion of the research field study.

Research hypothetical suggestions:

Figure (2): research area of hypothesizing



Source: prepared for the purpose of this research

Research model:

In order to get the research area of hypothesizing more clarified, the hypothetical relationships amongst the investigated variables have to be primarily established. The reason behind this was not only confined within showing precisely the main variables or even the relationship amongst them but also it highlighted the hypothetical direction of these relationships as they initially developed by the researcher. Figure (2) is explaining the research hypothetical model, that's based upon formulating and wording the research three hypotheses.

Research hypotheses:

Owing to the wide provision of literature around the subject of marginalization in a diversified number of knowledge disciplines that have different interests, there was an allowed opportunity for having a considerable base for hypothesizing in such an area.
Furthermorein order to takeinto account - in general - every single probable one of the four types of the out-to-in marginalization, it could hypothetically suggest that:

- There is no statistically indicative significant relationship between the employees' (either true or perceived) external marginalization (coded variable A1-A10) and the employees' (either true or perceived) internal marginalization (coded variable B1-B20)
- There is no statistically indicative significant relationship between the employees' (either true or perceived) internal marginalization (coded variable B1-B20) and the existence of septic organization's soft aspects (coded variable C1-C24).
- There is no statistically indicative significant relationship between the employees' (either true or perceived) external marginalization (coded variable A1-A10) and the existence of septic organization's soft aspects (coded variable C1-C24) and

Research methodology:

Population andsample:

Getting the level of importance that should be given to the effect of the phenomenon of marginalization in organizations, it was logic to consider the small employees, those who are executively working as just technical work providers and have not gotten yet any managerial position, as the material on which the research is working. Accordingly the research population has particularly represented in this sort of employees who are distributed in the different units of the ministry of social affairs that are placed in Menoufia governorate cities and villages.

Targeting this type of employees to be the individuals of the research population is basically based upon expecting them as the most influenced by the studied phenomenon and considering them as well the most sensitive to govern fairly whether their organization's soft aspects are working properly or not.

The number of those was precisely counted to show 2128 employees. As relatively a big research population, it was preferable to consider depending on a representing probability random sample, particularly the condition of the population homogeneity in terms of the research measurement objective was available, and there was an available list of data concerning the names and work addresses of those employees. The counted random sample according to different confirmed equations was ranged between 380 and 410 sampling units (Cochran 1963, Yamane 1973, Sudman 1992, Israel 1992,

Little & Rubin 2002, Fritz 2005, Molenberghs &Kenward 2007, and Lynn 2009); therefore it was depended upon 400 employees as a moderate number to the research sample.

Instrumentation:

Questionnaire was the data collection instrument that's used in conducting such a research field study. It mainly contains three central questions. The first was mainly expressing an axial dependent variable that's examining through containing 24 sub-variables the research problem or the proper/improper working of the organization's soft aspects. The question was (with respect to the following 24 items show to what extent you may consider your organization's soft aspects are properly/improperly working). The second was relevant to an axial intermediate variable, that's investigating via 20 sub-variables, the existence of internal marginalization. This question somehow was having a large wording and formulation to consider both the true and perceived cases of internal marginalization existence. The question was (regarding the 20 items stated below, show to what extent you may consider that employees as members in the organizations community are suffering either true or even perceived internal marginalization). The third was addressing the axial independent variable that's exploring, by way of ten sub-variables, the external marginalization. This question was word and formulation extended as well to take into account the existence of the two cases of true and perceived external marginalization. The question was (in relation to the 10 items below to what extent you may consider that employees as members in public community are suffering either true or perceived external marginalization).

Alike the Likert type scale was the one that used in all the questions. The ordering of questions was come normally consistent with the methodical formulation and arrangement of the research hypotheses.

Worth mentioning to clarify that there was a sufficient room for free commenting after every single question so as to be utilized later on in the phase of making interpretation and analysis.

Reliability and validity:

The maximum values of Chronbach alpha if item deleted were *(0.8651, 0.7902, and 0.8132)* concerning the three groups of sub-variables, which have been included in the main variables' representing questions. While the minimum values of Chronbach alpha concerning the same three groups of sub-variables were *(0.8898, 0.8312, and 0.8405)* if item not deleted.

Besides the overall Chronbach alpha if item is deleted from the all the included variables was *(0.8010)* which is lower than its value if item is not deleted, that's *(0.8811)*. Moreover the values of item-group correlation coefficient and item-total correlation coefficient were *(0.8002 and 0.7879)* at the lowest limit in order; these were indicating a sufficiently great level of intra and inter groups' variable-consistency. Accordingly the questionnaire was statistically confirmed as reliable.

The face validity was academically and practically established by examining the questionnaire in terms of the form as well as the content via interviewing in conjunction 10 scholars and 15 practitioners. This resulted in correcting some questions' formulation and wording, allowing some rooms for open commenting, and adding some simple explanations. However, the validity was statistically established twice again by considering the square roots of the value of the overall Chronbach alpha if item is not deleted, since it was *(0.9386)*.

Administration and representation:

Considering the normal intervals' overlapping, questionnaires were distributed in 15 days to be left with the respondents about 15 days and then being collected in about 15 days as well. This was personally occurred through the direct handling and receiving, so as to allow a sufficient opportunity for the respondents' queries; just if there is any.

Table (2): the sample distribution and representation

Qs. sample No.	Qs. distributed No.	Qs. collected No.	Qs. correct No.	Cumulative (1)	Cumulative (2)	Difference (1-2)
400	400	372	320	0.93	0.80	0.13

Source: based upon the field study actualizations

As shown by the Table (2)the identified number of the sample was completely covered by the distribution, but the final number of questionnaires that were statistically dealt with was 320 those only representing the responses of the sampling units after finally considering the correct questionnaires.

According to the Kolmogorov-Smirnov test, a comparison was made between the cumulative proportions; the collected number to the initial number of sample, on the one hand and the correct number to the same sample initial number, on the other hand, so as to know whether they are significantly differ or not. Then such a difference was greater than 0.01. This revealed that there is no significant difference, and the sample still representing the research population.

Research limits

Academic limits:
The study herein is focused on three variables; the marginalization outside the organization, the marginalization inside the organization, and the soft aspects of organization. It is worth mentioning to highlight that the previous research framework has provided; 10 sub-variables to represent the fields or appearances of the outside marginalization, 20 sub-variables to materialize the inside marginalization, and 24 sub-variables to indicate the septic case of organization's soft aspects.
Any other variables out of these identified variables and included sub-variables are considered as research subject irrelevant.

Practical limits:
In order to study the effect of marginalization on the organization's soft aspects, it was important to select one of the organizations that are more based upon human resource factor rather than those based upon technology factor. Adapting with this orientation it was preferable to choose one of the service providers rather than factories.
Due to the nature of the investigated issue as the out and in marginalization it was necessarily to take into consideration, who is the party that's supposed to be responsible about the existence of such a phenomenon. That's why it was not sufficient to depend upon a human-based organization, or even a service provider one, but also a governmental one.
This approximation was fairly considered for the benefit of research purpose, so as to utilize the case that the responsibility both in and out is governmental; inside the organization is represented in a certain governmental management, while outside the organization is represented in the whole country governmental authority.
Accordingly the units of ministry of social affairs were collectively the real workplace to apply on. Menoufia placed social affairs units were precisely targeted to conduct the field study. This was due to the same conditions governing the work in all the same social affairs units in the other republic governorates.
Any other workplaces out of the units of the ministry social affairs that are particularly based in Menoufia governorate is research field study irrelevant.

Research field study

1. **Examining the null hypothesis ($H_0$1):**

- **Testing statistically the relationship between employees' external marginalization and internal marginalization:**

In order to prove that the null hypothesis *(H_o1)*is correct/incorrect, or to what extent there is a significant relationship between;on the one hand, the independent variable *(IV)* which is the employees' (either true or perceived) external marginalization and on the other hand, the mediator variable *(MV)* which is the employees' (either true or perceived) internal marginalization,the former variable was collectively represented by the mode of its included *(10)* sub-variables those encoded *(A1to A10)*, while the latter was separatelyexemplified in detail by every single one of its included *(20)* sub-variables those encoded *(B1toB20)*. Then, two levels of statistical testing were to be employed for examining such a relationship. One was to test basically the significance of the relationship between both the examined variables, and the other was to investigate additionally the statistical indication of this relationship.

- **Testing the significance of the relationship:**

Herein *(X^2)* in addition toregression analysis were used; the results have come as shown in Table *(3)*. On the one hand, the minimum values of *(X^2)* according to both Pearson and Likelihood ratios were *(206.311), (134.417)* in order > its tabulated values those were *(26.30), (32.00)* respectively at levels of *sig. (0.05)* and *(0.01)*, as *df* equal *(16)*, while *(P)* was *(0.0)* in all cases. On the other hand the lowest value of *(β)* was *(+0.218)* while the *(P)* for all the *(T)* values were *(0.0)* as well, this prove that there is a significant relationship between both the hypothesis examined variables or the employees' external and internal marginalization.

- **Testing the denotation of the relationship:**

The statistical-based indication of the relationship between the independent variable or the employees' external marginalization and the mediator variable or the employees' internal marginalization was proved at four levels; the type, the direction, the form and the strength. This could be shown as follows:

Table (3) the relationship between the employees' the employees' externaland internal marginalization

Variables and Codes	Testifying the Relationship						Testifying its Denotation						
	Pearson (Chi)²		Likelihood Ratio (Chi)²		Linear by Linear (Chi)²		Type, Direction, Form and Strength						
	Cal. Value	Sig. (P)	Cal. Value	Sig. (P)	Cal. Value	Sig. (P)	Reg. Co. (ß)	Cal. (F)	Sig. (P)	Cal. (T)	Sig. (P)	R Co.	Co. R²
A(1-10) & B 1	687.316	0.00	395.508	0.00	118.500	0.00	+ 0.545	168.139	0.00	12.967	0.00	0.845	0.714
A(1-10) & B 2	527.497	0.00	277.675	0.00	48.0247	0.00	+ 0.347	154.458	0.00	18.584	0.00	0.810	0.656
A(1-10) & B 3	667.388	0.00	378.618	0.00	112.502	0.00	+ 0.566	158.119	0.00	12.017	0.00	0.866	0.749
A(1-10) & B 4	671.696	0.00	451.515	0.00	135.703	0.00	+ 0.583	205.129	0.00	19.940	0.00	0.829	0.687
A(1-10) & B 5	206.311	0.00	200.871	0.00	45.1398	0.00	+0.218	234.135	0.00	13.837	0.00	0.911	0.829
A(1-10) & B 6	237.598	0.00	186.672	0.00	61.8186	0.00	+0.675	222.627	0.00	21.658	0.00	0.880	0.774
A(1-10) & B 7	255.269	0.00	191.286	0.00	58.3050	0.00	+0.382	68.1123	0.00	18.253	0.00	0.853	0.728
A(1-10) & B 8	677.316	0.00	355.108	0.00	98.5315	0.00	+0.589	139.204	0.00	12.218	0.00	0.877	0.769
A(1-10) & B 9	607.178	0.00	418.111	0.00	55.1681	0.00	+0.371	163.859	0.00	17.991	0.00	0.872	0.760
A(1-10) & B10	266.323	0.00	210.811	0.00	39.6432	0.00	+0.451	236.130	0.00	21.008	0.00	0.921	0.848
A(1-10) & B11	355.514	0.00	313.743	0.00	142.798	0.00	+0.598	221.833	0.00	14.894	0.00	0.898	0.806
A(1-10) & B12	277.512	0.00	196.681	0.00	11.8181	0.00	+0.675	111.704	0.00	21.658	0.00	0.931	0.867
A(1-10) & B13	642.666	0.00	201.232	0.00	145.702	0.00	+0.831	215.138	0.00	14.322	0.00	0.953	0.908
A(1-10) & B14	220.704	0.00	134.417	0.00	23.8144	0.00	+0.244	125.262	0.00	15.026	0.00	0.894	0.799
A(1-10) & B15	279.515	0.00	221.237	0.00	44.6967	0.00	+0.334	150.209	0.00	17.085	0.00	0.800	0.640
A(1-10) & B16	395.314	0.00	410.632	0.00	53.8712	0.00	+0.565	221.833	0.00	14.894	0.00	0.905	0.819
A(1-10) & B17	279.515	0.00	221.237	0.00	44.6967	0.00	+0.469	153.203	0.00	18.185	0.00	0.842	0.709
A(1-10) & B18	234.479	0.00	148.874	0.00	30.0618	0.00	+0.275	132.429	0.00	15.694	0.00	0.854	0.729
A(1-10) & B19	471.682	0.00	320.873	0.00	51.1236	0.00	+0.613	169,885	0.00	13.980	0.00	0.951	0.904
A(1-10) & B20	311.366	0.00	226.182	0.00	43.7203	0.00	+0.765	281.081	0.00	16.881	0.00	0.833	0.694

Source: the field study

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- In terms of the type, the lowest values of *(F & T)* were *(68.1123, 12.017)>* theirtabulated values those *(3.89, 1.98)* at *Sig.(0.01), df(1,318) & (318)*in order, and the *(P)* was *(0.0)* for each. This proves that this relationship is - somehow - a causal one, or the *(IV)* is a reason of the *(MV)*. Despite this kind of causality is unlike the very common one that's parametrically established by the scientific experimentation, and that considers the independent or explanatory variable is exclusively the only and wholly reason behind the existence of the dependent variable – which is the mediator variable in this case. Alternatively, this non-parametrically regression-based causality is differently considering that the independent or interpretive variable is just one reason – may be amongst too many other reasons - that provides an explanation tothe existence of the dependent variable – which is the mediator variable in this case or the employees' internal marginalization.
- In relation to the direction, in the same Table *(3)*the positive signals of all the *(β)* values were sufficiently indicating a positively direct relationship between both the examined variables. Additionally all the *(R)* values were collectively showing no negative signals. Taking into account the arrangement of causality that was initially developed by the researcher to show which one of the examined variable is a cause and which one is a result,it could be said that the more the existence of the employees external marginalization the more the existence of the employees internal marginalization.
- Regarding the form, the liner by liner*(X²)* values were at least *(11.8181)>* its tabulated value that's previously pointed out as *(26.30)*at the same level of *Sig.*or *(0.05)* and *df (16)*, while *(P)* was *(0.0)* in all cases as well, which prove that this relationship is a liner one. This was supported as well by establishing the simple regression in each case to clarify that the dots represented the two variables on the same line were actually representing *(80%)*up to *(95.3%)*in all the detailed investigated relationships. This was clearly established by the values of *(R)* coefficient those were at least*(0.80)*.Within the context of using regression, this is indicating that the mediator variable *(MV)* or the employees' internal marginalization is a function in the independent variable *(IV)*or the employees' external marginalization .
- Concerning the strength,it was differently twice-proved that this relationship is a strong one; strong in terms of the direction, as the minimum value of *(R)* was *(0.800)*, and strong regarding the form as well,since the minimum value of *(R²)* was *(0.640)*.

As a consequence, the sub-hypothesis *(H_o1)*was rejected to accept alternatively the reverse hypothesis. So it wasstatistically proved that there is a significant, causal, direct, liner, and strong relationship between; on the one hand, the *(IV)* which is the employees' (either true or perceived) external

marginalization and on the other hand, the *(MV)* which is the employees' (either true or perceived) internal marginalization.

- **Commenting analytically onthe relationship between employees' external marginalization and internal marginalization:**

Making sort of abstraction so as to utilize the results of the statistical testing of the relationship between both the variables contained by the *(H_o1)*, it could be highlighted that there is someanalytically conceptualconclusions to reach. Those could be shortly pointed out as follows:

- Marginalization could be considered as a transferrable phenomenon. That may come from outside the organization to inside the organization.
- Marginalization is negatively affecting the organization when it is transferred from outside to inside the organization, in other words, when it takes the out-to-in direction.
- Marginalization that's faced by people in their big community outside the organization used to take many faces that are normally covering the main issues and interests of people's life. While the phenomenon is going to have another shifting facets that are relevant to the main issues and affairs of employees work life.
- Being outside the organization or in the big community, the responsibility about the marginalization's negative effects is gone to be definitely return to the government, as the big manager of the country people and people's affairs.
- Being employees inside the organization, people have no way but consider their vulnerability to marginalization is the responsibility of the organization management.This is getting increasingly probable when the organization in which they are working is a governmental rather than private.
- In governmental organization people employees used to consider their organization management as the small representative copy of the big government. As a consequence, they may far find a justification to return all the marginalization reasons as well as consequences to the deeds of managers and decisions of management.
- Despite of the statistical based prove that internal organization is the most probably caused by the external marginalization, it could be argued that the appearances and facets internally taken by the marginalization as a phenomenon inside the organization are not necessarily come as alternatives to the facets faced by people outside.
- Facets of external marginalization while they are relatively getting hidden or become invisible inside the organization. They are maintained inside people to trigger and agitate all the time the people's feeling by marginalization inside the organization on the course of or alike what is happening outside.
- Better to consider that the facets of peoples' internal marginalization are additionally come in conjunction with those original facets of external marginalization. The latter are staying in the employees' background, backing and supporting the feel of internal marginalization.
- The aspects of external marginalization while staying hidden when transferred with people whether they are employees in organization, used to cause, multiply, and embody the internal aspects of marginalization. The latter are most probably going to affect the employees who are collectively representing the core and impact factor concerning all the organization soft aspects.

Examining the null hypothesis ($H_0$2):

- **Testing statistically the relationship between employees' internal marginalization and the existence of septic organization's soft aspects:**

In order to prove that the null hypothesis *(H_o2)*is correct/incorrect, or to what extent there is a significant relationship between; on the one hand, the mediator variable *(MV)* which is the employees' (either true or perceived) internal marginalization, and on the other hand, the dependent variable *(DV)* which is the existence of septic organization' soft aspects, the former variable was collectively represented by the mode of its included *(20)* sub-variables those encoded (*B1toB20*), while the latter was separately exemplified in detail by every single one of its included *(24)* sub-variables those encoded *(C1toC24)*. Then, two levels of statistical testing were to be employed for examining such a relationship. One was to test basically the significance of the relationship between both the examined variables, and the other was to investigate additionally the statistical indication of this relationship.

- **Testing the significance of the relationship:**

Herein *(X^2)* in addition toregression analysis were used; the results have come as shown in Table *(4)*. On the one hand, the minimum values of *(X^2)* according to both Pearson and Likelihood ratios were *(124.217), (116.876*) in order > its tabulated values those were *(26.30), (32.00)* respectively, at levels of *sig. (0.05)* and *(0.01)*, as the *df* equal *(16)*, while *(P)* was *(0.0)* in all cases. On the other hand the lowest

value of *(β)* was *(0.1072)* while the *(P)* for all the *(T)* values were *(0.0)* as well, this statistically prove that there is a significant relationship between both the hypothesis examined variables.

Table (4) the relationship between the employees' internal marginalization and the existence of septic organization soft aspects

Variables and Codes	Testifying the Relationship						Testifying its Denotation Type, Direction, Form and Strength						
	Pearson (Chi)²		Likelihood Ratio (Chi)²		Linear by Linear (Chi)²								
	Cal. Value	Sig. (P)	Cal. Value	Sig. (P)	Cal. Value	Sig. (P)	Reg. Co. (ß)	Cal. (F)	Sig. (P)	Cal. (T)	Sig. (P)	R Co.	Co. R²
B(1-20) & C 1	307.351	0.00	288.222	0.00	57.4111	0.00	+0.1199	158.103	0.00	12.7171	0.00	0.986	0.972
B(1-20) & C 2	218.966	0.00	191.637	0.00	92.2345	0.00	+0.5303	155.769	0.00	14.4807	0.00	0.966	0.933
B(1-20) & C 3	539.819	0.00	364.332	0.00	72.4749	0.00	+0.5067	137.542	0.00	15.2549	0.00	0.984	0.968
B(1-20) & C 4	515.226	0.00	437.821	0.00	62.3619	0.00	+0.5627	184.463	0.00	13.5817	0.00	0.963	0.927
B(1-20) & C 5	259.128	0.00	176.592	0.00	93.1330	0.00	+0.8690	103.099	0.00	21.6260	0.00	0.877	0.769
B(1-20) & C 6	184.170	0.00	177.381	0.00	83.4052	0.00	+0.9828	433.442	0.00	19.8912	0.00	0.936	0.876
B(1-20) & C 7	293.118	0.00	244.516	0.00	47.9409	0.00	+0.6629	154.351	0.00	17.3723	0.00	0.934	0.872
B(1-20) & C 8	499.211	0.00	319.256	0.00	42.4104	0.00	+0.3260	147.335	0.00	10.4725	0.00	0.961	0.924
B(1-20) & C 9	303.200	0.00	281.454	0.00	40.2380	0.00	+0.5377	293.047	0.00	11.8836	0.00	0.885	0.783
B(1-20) & C10	608.361	0.00	353.303	0.00	71.1823	0.00	+0.4223	186.421	0.00	19.2963	0.00	0.898	0.806
B(1-20) & C11	304.743	0.00	202.993	0.00	49.3011	0.00	+0.9343	153.716	0.00	14.7324	0.00	0.936	0.876
B(1-20) & C12	329.991	0.00	269.189	0.00	60.3773	0.00	+0.6127	110.627	0.00	18.4288	0.00	0.989	0.978
B(1-20) & C13	338.779	0.00	313.202	0.00	58.4072	0.00	+0.7201	254.317	0.00	16.5905	0.00	0.899	0.808
B(1-20) & C14	363.543	0.00	230.788	0.00	75.1001	0.00	+0.5536	153.844	0.00	12.4949	0.00	0.905	0.819
B(1-20) & C15	509.275	0.00	328.736	0.00	83.5273	0.00	+0.9826	388.054	0.00	10.1417	0.00	0.982	0.964
B(1-20) & C16	459.398	0.00	342.690	0.00	94.5439	0.00	+0.4867	123.592	0.00	11.1172	0.00	0.901	0.812
B(1-20) & C17	295.175	0.00	214.104	0.00	75.1181	0.00	+0.4890	155.176	0.00	17.1818	0.00	0.972	0.945
B(1-20) & C18	200.270	0.00	181.152	0.00	62.8717	0.00	+0.7313	131.499	0.00	19.2389	0.00	0.992	0.984
B(1-20) & C19	176.310	0.00	166.943	0.00	59.7224	0.00	+0.1072	289.512	0.00	13.9470	0.00	0.874	0.764
B(1-20) & C20	371.156	0.00	285.113	0.00	62.6239	0.00	+0.9653	284.559	0.00	22.3288	0.00	0.963	0.927
B(1-20) & C21	124.217	0.00	116.876	0.00	61.8209	0.00	+0.7128	140.413	0.00	10.8155	0.00	0.958	0.918
B(1-20) & C22	324.411	0.00	266.715	0.00	57.0205	0.00	+0.4603	140.856	0.00	23.8000	0.00	0.991	0.982
B(1-20) & C23	323.375	0.00	301.146	0.00	69.7091	0.00	+0.4179	184.254	0.00	17.9025	0.00	0.899	0.808
B(1-20) & C24	231.724	0.00	137.979	0.00	39.7117	0.00	+0.2046	173.986	0.00	14.1164	0.00	0.906	0.821

Source: the field study

- **Testing the denotation of the relationship:**

The statistical-based indication of the relationship between the mediator variable or the employees' internal marginalization and the dependent variable or the existence of septic organization's soft aspectswas proved at four levels; the type, the direction, the form and the strength. This could be shown as follows:

- In terms of the type, the lowest values of *(F & T)* were *(103,099, 10.1417)* > their tabulated values those *(3.89, 1.98)* at *Sig. (0.01), df (1,318) & (318)* in order,and the *(P)* was *(0.0)* for each. This proves that this relationship is - somehow - a causal one, or the *(MV)* is a reason of the *(DV)*. Despite this kind of causality is unlike the very common one that's parametrically established by experimentation, and that considers the interpreter variable is exclusively the only and wholly reason behind the existence of the dependent variable. Alternatively, this non-parametrically regression-based causality is differently considering that the interpreter variable - which is *(MV)* in this case, is just one reason – may be amongst too many other reasons - that provides an explanation to the establishment of the dependent variable or the existence of septic organization's soft aspects.
- In relation to the direction, in the same Table (4) the positive signals of all the *(β)* values were *(+0.1072)* up to *(+0.9828)* those sufficiently indicating a positively direct relationship between both the examined variables. Additionally all the *(R)* values were collectively showing no negative signals. Accordingly, taken into account the arrangement of causality that was initially developed by the researcher to show which one of the examined variable is a cause and which one is a result, it could be said that the more the existence of the employees internal marginalization the more the existence of the septic organization's soft aspects.
- Regarding the form, the liner by liner*(X²)* values were at least *(39.7117)*> its tabulated value that's previously pointed out as *(26.30)* at the same level of *Sig.* or *(0.05)* and *df (16)*, while *(P)* was *(0.0)* in all cases as well, which prove that this relationship is a liner one. This was supported as well by establishing the simple regression in each case to clarify that the dots represented the two variables on the same line were actually representing more than *(80%)* in all the detailed investigated relationships. This was clearly established by the values of *(R)* coefficient those were *(0.874)*up to *(0.991)*.Within the context of

using regression, this is indicating that the dependent variable *(DV)* or the existence of septic organization's soft aspects is a function in the mediator variable *(MV)* or the employees' internalmarginalization.

- Concerning the strength, it was differently twice-proved that this relationship is a strong one; strong in terms of the direction, as the minimum value of *(R)* was *(0.874)*, and strong regarding the form as well, since the minimum value of *(R^2)* was *(0.764)*.

As a consequence, the sub-hypothesis *(H_o2)*was rejected to accept alternatively the reverse hypothesis. So it was statistically proved that there is a significant, causal, direct, liner, and strong relationship between; on the one hand, the *(MV)* which is the employees' (either true or perceived) internal marginalization and on the other hand, the *(DV)* which is the existence of the septic organization's soft aspects.

- **Commenting analytically on the relationship between employees' internal marginalization and the existence of septic organization's soft aspects:**

Taken into accounttheresults above, one could easily find a hard ground to be based upon forfar arguing that employees' internal marginalization was a respectably direct reason behind the septic case of the organization' soft aspects. This is going to be too much logic when considering that people - as employees inside the organization - are the main pillar and/orthe most critical underpinning to have either healthy or septic soft aspects of organization.

Nearly everything concerning these soft aspects is relevant to people. When people getting internally marginalized they would not be able to represent the fitting material to have healthy organization soft aspects, alternatively they would be the negative source of generating the problems and sanctions that may idle the organization capability to have healthy soft aspects.This is going to be more clarified whenaxially revolving around some assumed queries concerning the problematic effects of internal marginalization, trying to get sort of approximation to a logically accepted answer in every case.

- Do employees, who are internally vulnerable to opinionmarginalization, are going to be easily asked to subject comfortably to others opinion? The answer is no, and this is going to spoil having work-relevant collective view.Then organization is most probably nominated to have an occurrence of some negative phenomena such as individuality, conflict and instability.
- Do employees, who are internally exposed to position marginalization, going to be helpful concerning the organization depth or vertical harmonization? The answer is no, they will spoil the required degree of the organization in depth integration. Additionally this will allow unrequired room for the authority incompliance and the commonness and success of informal organizations' calls.
- Do employees, who are internally vulnerable to decision-sharing marginalization, going to feel belonging to organization? The answer is no, alternatively they are going to feel expatriated from the organization and as consequence their organizational citizenship, loyalty, and affiliation will be most probably suspicious. People normally cannot accept having no voting in their important issues, particularly their work relevant ones.
- Do employees, who are internally exposed to mentality, talent, competency, and creativity marginalization,are going to feel, respected and appreciated by their organization? The answer is no, they are going to feel underestimated and may be humiliated and this no way makes them work demotivated.It is potential in this case to find people searching for this somewhere else out of the organization.
- Do employees, who are internally ignored in terms of the job they do, the career path they look forward to pass promotionally through, and the role they are organizationally perform, are going to be satisfied? The answer is no, they have no way but to deviate their importance to another work opportunity, that may allow them getting satisfied concerning these urgent needs.
- Do employees, who are internally, lift with no importance from the organization management concerning their aptitudes, interests, experiences, proficiencies, skills and achievements, are going to feel having a work life quality? The answer is no, if there is any it will definitely be at the insufficiently lowest limit. Further to this, the organizational climate will be unfavorable for any efficient performance.
- Do employees, who are internally marginalized in terms of communication, recognition, interests, and ambitions is expected to feel socially linked to their workplace? The answer is no, they are most probably feeling isolation, stressful, creating all the time the resistance problems, rather they will be a waiting bomb to be exploded any time to cause a hardly classified variety of problems and may be crises.

To sum up, it is not expected from people who are internally marginalized inside their organization to be helpful in playing the role - that's basically based upon them - to make the organization softly rather

than just hardly working.They will not be able to play such a role, as a consequence organization is going to be lift for severely suffering the septic and unhealthy case of its soft aspects.

Examining the null hypothesis ($H_0$3):

- **Testing statistically the relationship between employees' external marginalization and the existence of septic organization's soft aspects:**

In order to prove that the null hypothesis *(H_o3)*is correct/incorrect, or to what extent there is a significant relationship between; on the one hand, the independent variable *(IV)* which is the employees' (either true or perceived) external marginalization, and on the other hand, the dependent variable *(DV)* which is the existence of septic organization' soft aspects, the former variable was collectively represented by the mode of its included *(10)* sub-variables those encoded (*A1to A10*), while the latter was separately exemplified in detail by every single one of its included *(24)* sub-variables those encoded *(C1to C24)*. Then, two levels of statistical testing were to be employed for examining such a relationship. One was to test basically the significance of the relationship between both the examined variables, and the other was to investigate additionally the statistical indication of this relationship.

- **Testing the significance of the relationship:**

Herein *(X^2)* in addition toregression analysis were used; the results have come as shown in Table *(5)*. On the one hand, the minimum values of *(X^2)* according to both Pearson and Likelihood ratios were *(142.660), (100.321*) in order > its tabulated values those were *(26.30), (32.00)* respectively, at levels of *sig. (0.05)* and *(0.01)*, as the *df* equal *(16)*, while *(P)* was *(0.0)* in all cases. On the other hand the lowest value of *(β)* was *(0.1440)* while the *(P)* for all the *(T)* values were *(0.0)* as well, this statistically prove that there is a significant relationship between both the hypothesis examined variables. In other words, it was directly proved - at this time - that there is a significant relationship between the employees' external marginalization and the existence of the septic case of the organization's soft aspects.

- **Testing the denotation of the relationship:**

The statistical-based indication of the relationship between the independent variable or the employees' external marginalization and the dependent variable or the existence of septic organization's soft aspects was directly proved at four statistical levels; the type, the direction, the form and the strength. This could be shown as follows:

Table (5) the relationship between the employees' external marginalization and the existence of septic organization soft aspects

Variables and Codes	Testifying the Relationship						Testifying its Denotation						
	Pearson (Chi)²		Likelihood Ratio (Chi)²		Linear by Linear (Chi)²		Type, Direction, Form and Strength						
	Cal. Value	Sig. (P)	Cal. Value	Sig. (P)	Cal. Value	Sig. (P)	Reg. Co. (ß)	Cal. (F)	Sig. (P)	Cal. (T)	Sig. (P)	R Co.	Co. R²
A(1-10) & C 1	302.042	0.00	250.578	0.00	35.6289	0.00	+0.2534	127.319	0.00	15.2260	0.00	0.925	0.856
A(1-10) & C 2	283.557	0.00	221.240	0.00	65.7511	0.00	+0.6445	282.826	0.00	16.8174	0.00	0.940	0.884
A(1-10) & C 3	533.883	0.00	362.364	0.00	63.2645	0.00	+0.6396	275.644	0.00	16.6025	0.00	0.865	0.748
A(1-10) & C 4	355.514	0.00	313.743	0.00	42.7980	0.00	+0.5982	221.833	0.00	14.8940	0.00	0.898	0.806
A(1-10) & C 5	179.979	0.00	102.712	0.00	43.7655	0.00	+0.9714	409.458	0.00	20.8190	0.00	0.970	0.940
A(1-10) & C 6	156.794	0.00	141.853	0.00	54.3505	0.00	+0.7825	124.524	0.00	16.7832	0.00	0.871	0.756
A(1-10) & C 7	234.479	0.00	148.874	0.00	33.0618	0.00	+0.2748	132.429	0.00	10.9922	0.00	0.839	0.704
A(1-10) & C 8	607.178	0.00	418.111	0.00	55.1683	0.00	+0.3718	163.859	0.00	18.7835	0.00	0.981	0.962
A(1-10) & C 9	226.182	0.00	211.366	0.00	37.2032	0.00	+0.9656	137.459	0.00	13.0166	0.00	0.959	0.919
A(1-10) & C10	527.497	0.00	277.675	0.00	48.0238	0.00	+0.3469	154.489	0.00	8.58407	0.00	0.963	0.927
A(1-10) & C11	238.761	0.00	198.272	0.00	39.7003	0.00	+0.8913	131.874	0.00	11.9387	0.00	0.890	0.792
A(1-10) & C12	221.209	0.00	119.052	0.00	33.2125	0.00	+0.1819	213.630	0.00	17.4391	0.00	0.823	0.677
A(1-10) & C13	206.311	0.00	200.871	0.00	43.5777	0.00	+0.2844	109.261	0.00	13.8374	0.00	0.946	0.895
A(1-10) & C14	222.170	0.00	180.904	0.00	68.2759	0.00	+0.1440	184.301	0.00	11.1691	0.00	0.911	0.829
A(1-10) & C15	461.388	0.00	255.739	0.00	50.4713	0.00	+0.6199	207.826	0.00	10.6859	0.00	0.899	0.808
A(1-10) & C16	671.696	0.00	451.515	0.00	35.7026	0.00	+0.5831	205.128	0.00	14.3223	0.00	0.974	0.948
A(1-10) & C17	206.560	0.00	192.463	0.00	95.9444	0.00	+0.8011	568.204	0.00	17.1061	0.00	0.875	0.766
A(1-10) & C18	237.598	0.00	186.672	0.00	81.8515	0.00	+0.6751	413.590	0.00	21.6588	0.00	0.899	0.808
A(1-10) & C19	156.071	0.00	134.338	0.00	40.6043	0.00	+0.1630	138.865	0.00	9.24940	0.00	0.986	0.972
A(1-10) & C20	401.077	0.00	246.544	0.00	72.0705	0.00	+0.5886	172.093	0.00	12.1019	0.00	0.912	0.832
A(1-10) & C21	142.660	0.00	100.321	0.00	38.0157	0.00	+0.1947	101.492	0.00	11.3200	0.00	0.871	0.756
A(1-10) & C22	379.460	0.00	262.351	0.00	44.8709	0.00	+0.3353	110.497	0.00	17.1013	0.00	0.845	0.714
A(1-10) & C23	279.515	0.00	220.237	0.00	34.6967	0.00	+0.4696	152.202	0.00	19.0885	0.00	0.918	0.843
A(1-10) & C24	162.688	0.00	122.052	0.00	41.9881	0.00	+0.2347	123.221	0.00	18.0956	0.00	0.892	0.796

Source: the field study

- In terms of the type, the lowest values of *(F & T)* were *(101.492, 8.584)* > their tabulated values those *(3.89, 1.98)* at *Sig.(0.01), df(1,318) & (318)*in order, and the *(P)* was *(0.0)* for each. This proves that this relationship is - somehow - a causal one, or the *(IV)* is a reason of the *(DV)*. Despite this kind of causality is unlike the very common one that's parametrically established by experimentation, and that considers the interpreter or independent variable is exclusively the only and wholly reason behind the existence of the dependent variable. Alternatively, this non-parametrically regression-based causality is differently considering that the interpreter variable - which is directly *(IV)* in this case, is just one reason – may be amongst too many other reasons - that provides an explanation to the establishment of the dependent variable *(DV)* or the existence of septic organization's soft aspects.
- In relation to the direction, in the same Table (5) the positive signals of all the *(β)* values were *(+0.1440)* up To *(+0.9714)* those sufficiently indicating a positively direct relationship between both the examined variables. Additionally all the *(R)* values were collectively showing no negative signals. Accordingly, taken into account the arrangement of causality that was initially developed by the researcher to show which one of the examined variable is a cause and which one is a result, it could be directly said that the more the existence of the employees external marginalization the more the existence of the septic case of the organization's soft aspects.
- Regarding the form, the liner by liner*(X^2)* values were at least *(33.0618)*> its tabulated value that's previously pointed out as *(26.30)*at the same level of *Sig.* or *(0.05)* and *df (16)*, while *(P)* was *(0.0)* in all cases as well, which prove that this relationship is a liner one. This was supported as well by establishing the simple regression in each case to clarify that the dots represented the two variables on the same line were actually representing *(82.3%)*up to *(98.6%)*in all the detailed investigated relationships. This was clearly established by the values of *(R)* coefficient those were over *(0.82)*.Within the context of using regression, this is indicating that the dependent variable *(DV)* or the existence of septic organization's soft aspects is directly a function in the independent variable *(IV)* or the employees' external marginalization.
- Concerning the strength, it was differently twice-proved that this relationship is directly proved as a strong one; strong in terms of the direction, as the minimum value of *(R)* was *(0.823)*, and strong regarding the form as well, since the minimum value of *(R^2)* was *(0.677)*.

As a consequence, the sub-hypothesis *(H_o3)* was rejected to accept alternatively the reverse hypothesis. So it was directly proved that - in terms of a statistical view - there is a significant, causal, direct, liner, and strong relationship between; on the one hand, the *(IV)* which is the employees' (either true or perceived) external marginalization and on the other hand, the *(DV)* which is the existence of the septic case of the organization's soft aspects.

- **Commenting analytically on the relationship between employees' internal marginalization and the existence of septic organization's soft aspects:**

Having gotten the above mentioned results, the relationship between the independent and the dependent variable was statistically twice proved. This wasindirectly occurredfor once through the identified mediator variable, and once again directly occurred without considering the mediator variable. Hence, there was relatively a large room to justify the effect of the people's external marginalization on the existence of the unfavorable septic case of the organization's soft aspects, in the light of the employees' internal marginalization.

Consequently, it could be argued that external marginalization is causing and stay invisibly extending beside the internal marginalization, that's in turn negatively creates the unhealthy case of the organization's soft aspects; those aspects that are basically as well as conditionally based upon the employees' role in actualizing permanently their contribution in maintaining the healthiness and wellbeing of the organization non-structural performance. Otherwise it will be found just as a tough and least working structural organization.

As the organization environmental performance is tautologically a function in its self-internal healthiness and peace, and the latter case is no way a condition in people's work on course for attaining and keeping this. Employees should not be lift vulnerable to any factors that may negatively affect their necessary contribution in performing such a critical organizational task.

When people as employees inside the organization are lift to suffer marginalization, externally and then internally, it will be too much amount of doubt that they will be able to have their organization getting more soft or smooth rather than being a hard ortough working one.

2. Overall discussion

This research has theoretically gone to adopt a wider concept of marginalization that's considering such a phenomenon not only within the narrow scope of the social context; as it has traditionally been viewed, but also to be alternatively comprehended as a multi-dimensional one, that's covering all the basic aspects of people's life. Besides, it has practically gone to espouse an enlarged domain of marginalization, rather than being usually confined within the focus on certain groups like; disable, elderly, or minorities. It considers an extended phenomenon that indicating the process whereby the poor people are generally far pushed to the edge of community to be excluded and accorded a lesser importance.

In the third world countries, like Egypt, poor people are representing the majority. That's why marginalization is deeply touching their life as members of the most common class. When those people come to work in organization, just as newcomers or even as small employees, they cannot easily get rid of the feeling of marginalization. Although it may be just feeling that's untruly expressing the reality, in some cases, they have no way but to make sort of projection to the multi-dimensional life marginalization faced by them outside in their big community, on the different work-life aspects inside the organization.

The point to refer to in this research, in terms of what is initially hypothesized and then statistically tested and proved, is that the septic case of the organizational soft aspects in the ministry of social affairs is return to the small workers feeling of marginalization inside this ministry units as an organization. And this, in turn, has been occurred due to their feeling of marginalization concerning all the life basic aspects within their big community outside such an organization.The septic case of the ministry organizational soft aspects as an organization could be reflected in some easily observable symptoms that are truly indicating the workplace reality. These symptoms are commonly floated everywhere in the ministry units by the effect of the out-to-in marginalization.

- The weakness of communication particularly at the level of the interpersonal communications which used to make works getting well done and/or smoothly performed within a less formal climate, instead of being all the time handicapped or even idled within the formerly structural types of communication. The one who is out-and-in marginalized is not that ready to act friendly as it should be, neither toward his work boss and colleagues nor toward his work beneficiaries.
- Reluctance will be the common attitude that's adopted by those marginalized employees. Since the question permanently expressing their case is "why we have to fulfill the organization's objectives if we are going to lose day after day the hope to get our personal objectives being properly met". This question is hitting the true, since the safe way for accomplishing the organizational goals is unreachable but through passing through the employees' objectives. When employees feel marginalized they actually believe that the organization to which they are formally belong to or working in is not on the right way to consider their own objectives as a condition for achieving the organizational objectives.
- It is logic to find employees saying that "the work that's improperly covering my needs is not that worth exerting my full effort to perform it". As so, in the investigated field study, it is easily readable all the time that people have become more satisfied with just doing the work acting rather than the work thinking and improving. The in-work deep thinking and vision has become far absent while the work myopia has been found as the extremely common case. Despite they may have the capability to do much more than what they actually do, feeling marginalized is going to get people blind concerning the work performance development.
- Silence, conservatism, Individualism and isolated individuals have already come to be the governing factors of the investigated organization climate; this was expected as long as marginalization has comes to be the most dominant issue back in the mind of employees. The softness of the organization performance is pre-requisitely based upon a adopting a collectively cooperative view.
- To whom the employee is going to look forward to when being relegated and downgraded by the organization management? Experience in the different workplaces is traditionally indicating that the lonely one who is not supported by the boss would be most probably uncorroborated by his colleagues as well. In this, things like workplace expatriation, job alienation, and deficiency of organizational citizenship, in addition to disaffiliation and disloyalty are going to be normally very potential consequences.
- Instead of being oriented with the main objective of the organization, marginalized employees will alternatively be fully involved in getting individually their own private objectives attained, even if this comes on the account of the commonly required goal of the organization.

Giving separately the priorities to variety of interests and targets from different employees is a sufficient reason for generating too much amount of people misunderstanding, disagreement, intolerance and conflict.

- Considering that the value they get behind the job is only confined within the context of accomplishing their private objectives, which could be out of the organizational course, people may find that it is something very stressful to do even the original job that's entrusted to them by their organization. Stress in the case of marginalization is not an issue to consider due to an excessive amount of work, that makes some one overloaded by additionally unbearable job duties, but the stress here is generated by the incompliance to perform the originallynormal job; that does not contain any more stressful tasks.
- However, if marginalization on the one hand, could be classified as a significant reason for the demotivation from the performance of normal work. It is on the other hand, playing inversely; when people getting marginalized they will be motivated to perform far deviated or out of the work course so as to get a personal benefit; this could be sometimes illegal, for them marginalization might somehow justify passing through the ways to corruption.

Accepting the view that organizations has two organizational facets to work through, one is the tangible, hard, and/or structural that's mostly based upon the non-human resource and the other, which is intangible, soft and/or non-structural that's mostly based upon the human resource, it could be argued that the organization performance would be a function in its two facets performance. Accordingly, when the soft aspects of organization that's mostly based upon people's performance are getting septic, by leaving people suffering the case of perceived or true marginalization, the efficient performance of the whole organization would be most probably suspicious.

Like the whole country government, organizations' management are going to be, somehow, additionally responsible about the alleviation of the people's marginalization. Whether government is responsible about decreasing this phenomenon at the level of the macro, organizations' management will further take the responsibility of this phenomenon as well at the level of the micro. In terms of the fate, this phenomenon could be considered as one of the poverty unavoidable chronic outcomes that's obligatory faced by people in the third world poor countries, but it would be rather correct to return the consequences of this phenomenonto the deficiency of the government as well as organization's managements in dealing with the effects of this phenomenon on people; initially as community membersand then as organizations' employees. Considering the out-to-in transforming appearances that may be taken by the marginalization as a negatively affecting phenomenon, it is important to highlight that organizations' managementshave no way but to have a step-responsibility about internally decreasing such ahuman resources relevant phenomenon.

Results and recommendations

Results:

- Even if there is a difference of the type, nature, and context, marginalization is most likely an out to in transferable phenomenon from outside to inside the organization.
- External marginalization is working to make the internal marginalization occur, while invisibly stays besides to constitute the background that triggering and agitating the latter.
- Wherever such anout-to-in marginalization occurs, it is most likely affecting the soft organization's aspects; it used to leave these aspects in a negatively septic case.
- Whether the soft aspects of organization that relevant to people as employees are lift for being unhealthy and/or in septic case, organization is expected to work deficiently at the lowest limit of just its structural performance.

Recommendations:

Mainly it could be highlighted that organizations have to work toward avoiding the negative effect that may occur by the external marginalization, and that's practically represent in the septic case of the soft organizational aspects.The best way for doing so is to focus the organization management efforts ondealing efficiently withthe internal marginalization that's statistically proved as intermediary caused by theexternal marginalization. This could primarily be as suggested below:

- **Establishing programs for examining the employees' marginalization:**
    - Making initial testing of marginalization for the new comers of employees.
    - Making annual testing of marginalization, particularly for the small employees; who have not stayed yet at least five years in work.

- Making a sudden testing of marginalization to all the organization's employees, whatever their level and position so as to discover early such a soft organization destructive phenomenon.

- **Establishing programs to promote for creating awareness:**
  - Programs of internal marketing to promote warning of the marginalization transferring from outside to inside the organization.
  - Programs of internal marketing toshow the disadvantages occurred to employees as well as organization due to the out to in transferability of marginalization.
  - Programs of internal marketing toshow the advantages occurred to employees as well as organization.in the case of the non-transferability of marginalization.
  - Programs ofinternal de-marketing to work against the effects that may actually occur due to the transferred out to in marginalization.

- **Establishing programs of training for treating marginalization:**
  - Programs for exploring the out-to in marginalization expectancy.
  - Programs for Maintenance toavoidance the occurrence of the out-to in marginalization.
  - Programs to allow organization's employees overcoming and/or facing the out-to in marginalization.
  - Programs to enable employees getting cured from the case of the extended out to in marginalization.
  - Programs for employees' re-qualification against the out-t-in marginalization; Keening on programs.

Future research suggestions:

- The Interactive marginalization amongst the employees in multinational organizations
- The marginalization of disable employees in governmental and private organizations
- The marginalization faced by the on pension big and valued professors in Egyptian universities
- The marginalization of new comers and/or young doctors in educational hospitals
- The marginalization of creative and/or innovative employees in manufacturing companies

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