

Hey Writer!

This is Tutor, and I read through your draft today. Thank you so much for sharing it with me! I found this subject really interesting, and you definitely informed me about things that I was not aware of before, so thank you for teaching me something today :)

You mentioned in your appointment form that you wanted me to focus on “any spelling, grammatical, syntax, punctuation errors, and the organization.” I focused on grammar in terms of the verbs and tenses that you are using, and then I thought at this point in the process, it may be the most helpful for you to consider the utilization of evidence as well as your thesis. I think focusing on these two things will really help you to create that organization and a clear argument as you continue to draft this essay.

1. Thesis: Not all essays need a thesis statement, but I think this is a place where you may benefit from a really clear and defined thesis statement. A thesis statement is essentially just a one-sentence description of what your main argument for the paper is. In this situation, one thing that I think could really be defined with this thesis statement is the answer to the question, “Am I Paid Fairly?” How can you use the answer to this question to clearly define everything that you are going to be discussing in the rest of the essay? A thesis statement not only helps you as a writer to keep focused on the important components of your draft, but it also serves as a roadmap for your reader. If they read and understand that thesis statement in the first paragraph, then they have a clear sense of what you will be arguing and they can then understand all of the information that you have placed within the essay in context of this thesis statement.

This might also help you accomplish a specific part of the prompt, as your professor strongly urges you to have a clear answer to the question, “Am I Paid Fairly?” A thesis statement could be the place that you clearly define your answer, and then you can use the rest of the essay to discuss why that is.

2. Evidence Throughout: One of the other things that your professor requests is the “demonstration of the application of at least 5 peer review articles along with the citations of these articles in a reference section.” The way that I interpreted this, it seemed like your professor may want you to clearly cite the sources within the text, to show that you are using at least 5 peer reviewed articles within the text. I can see by your reference list at the end that you have really done a lot of research, which is awesome! You just might want to include some in-text citations throughout your source as well to clarify which information is from where. This will help your professor know where you are getting specific information.

To me, it looked like you might be using APA style citations. So here is the Purdue OWL’s guide to APA in-text citations: <https://owl.english.purdue.edu/owl/resource/560/02/>. If you are not using APA citation, then I would search around Purdue OWL for the citation guide of the style that you are using. Then you’ll just want to check out the in-text citations to see each different style’s guides.

3. Tenses and Verbs: One of the things that I noticed is that there were a couple of different times where I noticed that you were using a different tense than the one that you might have been intending. I found this to be especially when you are using two verbs in a sentence, so the first verb would be wonderfully conjugated according to the subject and tense that you wanted, and it’s always those other verbs in the sentence that are a little harder to nail down exactly what tense they should be in. I would urge you to consider what time frame that second verb happens in in conjunction with the first verb in the sentence. I know this is a

pretty vague explanation from me here, but I am going to try to be more specific in my marginal comments.

Once again, thank you so much for sending in your essay today! It was a joy to read.

Have a wonderful day!

Tutor

### Am I Paid Fairly?

A brief about my job, I work as an instructor in business department in a growing small college called Jubail University College (JUC) in Saudi Arabia. Jubail University College is located in the Industrial City of Al Jubail, which is one of the largest industrial cities in the world. The entire Al Jubail city is governed by the Royal Commission (RC), a governmental body regional that has different policies and practices than the rest of government sectors, including the compensation system.

The country overall economy as a developing country is still “rentier economy” depending heavily on the oil revenues, and that have many implications and applications that known in the “productive economies” such as in the United States. The private sector is relatively small and dependent on the government spending. I will highlight on the impact of that on my compensation later in the paper. To start digging into the theme of this paper “Am I Paid Fairly”, I will use the “Organizational Justice Theory” as a conceptual framework for my analysis.

Organizational justice comprises of three forms; distributive justice, procedural justice and interactional justice. The three parts of the organizational justice is related to each other. Distributive justice defines as – the perceived fairness of outcomes employees received (Adam, 1963, 1965). Distributive justice is considered the beginning of fairness in organizations studies, and it’s highly linked to the “Equity theory” that also emphasis and deals with the perceived fairness of outcomes (Cohen-Charash and Spector, 2001).

#### Comment [UCWbL1]: Tenses and Verbs:

This is one place where you will actually need another verb here, because you have two different parts of the sentence that each need their own verb. A good way to think about it is, if each component of the sentence can act as its own sentence, then it needs its own subject and verb. What is the verb that you can add to this sentence? What are is the subject that it is paired to?

#### Comment [UCWbL2]: Thesis:

Thesis:

This is the thing that I would primarily reading as your thesis statement. One thing that I would urge you to do is be more specific with your answer to the question. What is your answer to “Am I paid fairly?” and then what are you going to prove throughout this essay?

#### Comment [UCWbL3]: Tenses and Verbs

Tenses and Verbs

This is one place where I would consider what tense should this be in. Is it something that is happening currently (“defines”) or is it something that happened in the past or like some sort of nebulous time (“defined”)?

#### Comment [UCWbL4]: Evidence Throughout:

Evidence Throughout:

At the beginning of your essay here, you do a really great job of citing your sources with in-text citations as well as addressing where you got your information from and working that into the actual sentences. I wonder if you could continue to tie this in the second half of your essay.

Since distributive justice is related to specific outcomes, I feel satisfied about the outcomes of my effort in JUC, at least in regards of pay and promotion. In terms of pay, JUC apply a mixture system between seniority and merit. Employees of every grad have a fixed amount as annual increase (seniority). However, performance appraisal determines how much in percentage you get out of this fixed amount and they use the students' evaluations as one of the criterion of your performance appraisal (merit). Additionally, compared to the average published report by GulfTalent titled "Employment and Salary Trends in the Gulf 2015", it turns that my salary is at least 15 percent greater than the average of salaries in academia for the same position in the area.

In terms of promotion, I get promoted to the next grad after spending four years of service in the current grad, or when I get a higher qualification (master, or PhD). At the same time I get a scholarship with stipend and more importantly, I get vacated until I finish the degree under a detailed procedures.

The second part of the organizational justice theory is the procedural justice that refers to – the process and procedures by which allocation decisions are made (Folger and Greenberg, 1985; Thibaut and Walker, 1975). I will focus on procedural justice of recruitment and compensation practices in JUC, and incorporate two factors that have an effect on them; nationality and religion.

Firstly, compensation and nationality. JUC is indeed a diversified workplace, where about 100 faculty members made up of more than 20 nationalities. The compensation procedure applies different salary for different nationality based on the pay scale of the region that he or she come from. Every country fall into a regional pay scale based on their currency and the cost of living in the country. The pay scales are updated n a periodic basis. Although this may look totally unjust in the west but, in fact, there are reasonable justifications for this practice that I'll clarify in the next paragraph.

**Comment [UCWbL5]:**  
Thesis:

This seems to point towards a potential answer that you have for "Am I Paid Fairly" but I never see you directly state it within this essay. Since this is something your professor is specifically looking for, I wonder if you could really spell it out for us within your thesis statement and continue that thread throughout the essay.

**Comment [UCWbL6]:**  
Tenses and Verbs:

This is actually not a full sentence. I understand that you are using it as a lead-in to your actual sentence, but if that is the case, then you can actually tie it in with the sentence next to it. But I would also consider in what ways can you use a full-sentence to introduce this subject, just to give yourself a variety of ways that you could potentially introduce this paragraph.

Salaries differ by nationality is influenced by the government's regulation of citizenship. Saudi Arabia had zero naturalization policy which means that it never gives the citizenship to people live in the country under any circumstances, even people who were born and live their entire life in it. So expatriate employees know right from the get-go that their existence in the country is temporary, and they are going back to their country eventually. Because of that they are compensating based on their nationality. Additionally, in JUC try to give expatriate employees other benefits that are not given to local employees such as, pay tuitions for expatriates' children to join international schools, annual tickets for them and their families, free housing, free health insurance, transportation to their work and pays for their taxes. Another implication of nationality in my workplace is "scarcity/ rarity allowance" is provided to local employees when they constitute less than 25 % of the overall employees in the department, and that allowance varies based on the difficulty of finding citizens in the local labor market.

Secondly, recruitment and religion. JUC written recruitment policies and procedures make no distinction between religion, race, ethnicity, gender or socioeconomic status. However, although citizens are not identified by their denomination, but the fact that based on historical incidents, there's a general trend or a direction that citizens come from the Shia denomination should not be recruited or promoted to critical positions in the country. The reason behind that is due to the stressed relationship between Saudi Arabia and Iran which represents the official religious reference for most of the Saudi Shias. As a consequence, since working in academia is considered critical positions, I knew that during the selection process that some Shia candidates for my position were excluded by the recruitment committee due to just being adherents of Shia Islam which clearly violate procedural justice process.

The third part of the organizational justice theory is interactional justice defines as – the interpersonal treatment or the level of perceived fairness in how employees are treated in the

**Comment [UCWbL7]:**  
Evidence Throughout:

This is the place where I start to notice that you aren't citing as much information before. I thought that the way you were tying in the authors and the articles throughout your text in the pages above was really beneficial and also helped to prove your accuracy as a writer, so I would suggest looking at ways that you can cite those sources here as well :)

**Comment [UCWbL8]:**  
Tenses and Verbs

This is one of those places that I specifically mentioned in my opening comment about sentences where you have multiple verbs. What is the relationship of this verb in terms of the tense to the first verb in the sentence? To me, it seems like "defines" should be "defined here" to show that specific relationship. I would look for other examples of this throughout your writing.

organization (Bies and Moag, 1986). the difference between the procedural justice and interactional justice is that the procedural justice is more referred to the formal aspect of interaction, whereas interactional justice is referred to the personal behaviors of people in management toward their staff. In terms of honesty, respect, and dignity (Bies and Moag, 1986). In another word, while the perception of fairness is directed toward organization in procedural justice, in interactional justice, the perception is directed toward employees inside the organization, managers and supervisors in particular (Masterson et al., 2000). In regard to interactional justice, I will highlight one practice that's taking place in JUC which has to do with the gender factor.

JUC has two completely segregated branches; one for male students and another for female students. Both braches work under one higher administration. I would generally admit that employees of both braches are being treated with dignity and respect. But the fact that female branch has students as almost twice as their counterparts in the male branch, managers of female business department tend to deal with our colleagues of the same positions as me in the male business department with stricter treatment. Female business instructors always have more teaching loads than us in the male branch. Moreover, while we in the male branch teach only freshmen courses that related to our interests or specializations, female business department manager forces instructors to teach sophomore and junior courses, and courses outside their interests and expertise sometimes without recognitions for their extra efforts.

With that said, JUC higher management shows more leniency and flexibility when it comes to the ranking and the location of the universities we should get admitted to. The conditions for universities that we're allowed to pursue our masters and PhDs are the same for all and state that they exclusively approve admissions form the top 90 business schools in the US or the top 20 in Canada. According to the scholarship procedure, admissions from the UK, Australia or other countries will not be approved. Conditional admissions with prior

**Comment [UCWbL9]:**  
Tenses and Verbs:

I just wanted to point out that here is another place that isn't a complete sentence because it doesn't have a verb. It seems like "honesty, respect, and dignity" are the subject of the sentence here, so what are they doing? I would love to hear more about this :)

English program also will not be valid. However, we have seen in the last two years that more than one case from my same department have granted approvals to admissions from the UK for low ranked universities. In 2015, I had gotten an acceptance to Lancaster University, which is ranked one of the top 10 business schools in the UK, my admission was rejected because it doesn't comply the location condition. When confronted the college director, he said we give females special exemptions so they can be closer to their families!

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